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| Meeting | CABINET |
| Time/Day/Date | 5.00 pm on Tuesday, 14 November 2017 |
| Location | Board Room, 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 | |
| 4. MINUTES | |
| Minutes of the meeting held on 1 November 2017. | 3 - 4 |
| 5. LEICESTER & LEICESTERSHIRE AUTHORITIES' JOINT STRATEGIC GROWTH PLAN: DRAFT FOR CONSULTATION | |
| Report of the Interim Strategic Director of Place Presented by the Regeneration and Planning Portfolio Holder | 5 - 34 |



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| 6. | LEICESTER & LEICESTERSHIRE AUTHORITIES' JOINT STATEMENT OF CO-OPERATION RELATING TO OBJECTIVELY ASSESSED NEED FOR HOUSING | |
| | Report of the Interim Strategic Director of Place Presented by the Regeneration and Planning Portfolio Holder | 35 - 44 |
| 7. | DIGITAL TRANSFORMATION PROGRAMME | |
| | Report of the Director of Housing Presented by the Corporate Portfolio Holder | 45 - 50 |
| 8. | 2017/18 QUARTER 2 PERFORMANCE MANAGEMENT REPORT | |
| | Report of the Chief Executive Presented by the Leader | 51 - 68 |
| 9. | MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY | |
| | Report of the Interim Strategic Director of Place Presented by the Community Services Portfolio Holder | 69 - 76 |
| 10. | EXCLUSION OF PRESS AND PUBLIC | |
| | The officers consider that the press and public should be excluded during consideration of the following items in accordance with Section 100(a) of the Local Government Act 1972 as publicity would be likely to result in disclosure of exempt or confidential information. | |
| 11. | LAND SALE - COALVILLE | |
| | Report of the Interim Strategic Director of Place Presented by the Corporate Portfolio Holder | 77 - 84 |
| 12. | ASSET MANAGEMENT - LONDON ROAD CAR PARK AND STENSON SQUARE | |
| | Report of the Director of Housing Presented by the Corporate Portfolio Holder | 85 - 118 |

Circulation:

Councillor R D Bayliss
Councillor R Blunt (Chairman)
Councillor T Gillard
Councillor T J Pendleton
Councillor N J Rushton
Councillor A V Smith MBE

MINUTES of a meeting of the CABINET held in the Board Room, Council Offices, Coalville on WEDNESDAY, 1 NOVEMBER 2017

Present: Councillor R Blunt (Chairman)

Councillors R D Bayliss, T Gillard, T J Pendleton and A V Smith MBE

In Attendance: Councillors R Adams, J Bridges, J Clarke, J G Coxon, D Everitt, T Eynon, J Geary, G Houl, R Johnson, J Legrys and M Specht

Officers: Ms T Ashe, Mr T Galloway, Mr G Jones, Mrs B Smith, Mrs R Wallace and Miss E Warhurst

56. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor N J Rushton.

57. DECLARATION OF INTERESTS

There were no declarations of interest.

58. PUBLIC QUESTION AND ANSWER SESSION

There were no questions received.

59. MINUTES

Consideration was given to the minutes of the meeting held on 17 October 2017.

It was moved by Councillor R Blunt, seconded by Councillor A V Smith and

RESOLVED THAT:

The minutes of the meeting held on 17 October 2017 be approved and signed as a correct record.

Reason for decision: To comply with the Constitution.

60. EXCLUSION OF PRESS AND PUBLIC

RESOLVED THAT:

In pursuance of Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the remainder of the meeting on the grounds that the business to be transacted involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act and that the public interest in maintaining this exemption outweighs the public interest in disclosing the information.

Reason for decision: To enable the consideration of exempt information.

61. SPORTS AND LEISURE PROJECT

The Community Services Portfolio Holder presented the report to Members.

It was moved by Councillor A V Smith, seconded by Councillor T Gillard and

RESOLVED THAT:

- a) The financial and affordability model in respect of the project, including the requirement to borrow externally and consequential changes to the budget and policy framework be noted, and recommended to Council for approval at its meeting on 21 November 2017.
- b) The outcome of the ground investigations of the A511 site be noted and recommended to Council for approval as the site for the new leisure centre at its meeting on 21 November 2017.
- c) The authority to carry out a lawful procurement and award a contract to implement the project within affordability and agreed output parameters as set out in the report, be delegated to the Strategic Director of Place in consultation with the Community Services Portfolio Holder.
- d) The further financial commitment from General Fund Reserves as detailed within the report be approved to fund the legal and technical support required for the procurement process through to completion.
- e) Financial Construct B be approved as the Council's stance for negotiations with bidders through the competitive dialogue process and that it be noted that further analysis work would continue to ensure that the Council achieved the most economical advantageous financial construct through the process.
- f) The significant change to the staff establishment under Section 4 of the Local Government and Housing Act 1989 due to the transfer of staff from the Council to a leisure contractor be noted. The changes would be detailed by the Head of Paid Service in the report to Council at its meeting on 21 November 2017.
- g) Elected Members be engaged, briefed and updated on the progress and key milestone stages throughout the procurement process through the appropriate reporting forum, the Strategic Director of Place, the Chief Executive and Community Services Portfolio Holder.

Reason for decision: to provide officers with delegated authority to implement and deliver the project within approved parameters.

The meeting commenced at 5.00 pm

The Chairman closed the meeting at 5.32 pm

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 14 NOVEMBER 2017

| | |
|---------------------|---|
| Title of report | LEICESTER & LEICESTERSHIRE AUTHORITIES' JOINT STRATEGIC GROWTH PLAN: DRAFT FOR CONSULTATION |
| Key Decision | a) Financial No b) Community Yes |
| Contacts | <p>Councillor Trevor Pendleton 01509 569746 trevor.pendleton@nwleicestershire.gov.uk</p> <p>Strategic Director of Place 01530 454555 tony.galloway@nwleicestershire.gov.uk</p> <p>Head of Planning and Regeneration 01530 454782 jim.newton@nwleicestershire.gov.uk</p> |
| Purpose of report | a) To advise on work undertaken on the Strategic Growth Plan b) To note and gain endorsement for the process undertaken c) To note endorsement of the Consultation Draft Strategic Growth Plan by the Members' Advisory Group (MAG), and d) To approve the consultation process and timetable. |
| Reason for decision | a) To demonstrate support for the collaborative working that has taken place across the seven Districts/Borough Councils, Leicestershire County Council, Leicester City Council and the Leicester & Leicestershire Enterprise Partnership; b) To note that MAG has been engaged in and supports the proposed document; c) To ensure that all partners are in support of the process and that it is consistent across the County, and that all residents and stakeholders have an opportunity to make comments on the proposals; and d) To ensure that there is an opportunity to scrutinise the final version of the plan before it is agreed. |
| Council priorities | Value for Money Business and Jobs Homes and Communities Green Footprints |

| | |
|--|---|
| Implications: | |
| Financial/Staff | There are no resource implications arising from this report. Officer time and funding for consultancy work have been contributed by all partners. |
| Link to relevant CAT | None |
| Risk Management | As far as possible control measures have been put in place to minimise risks, albeit the main risk control will rest with local planning authorities through the production of their local plans. |
| Equalities Impact Screening | An Equalities and Human Rights Impact Assessment has been prepared to support the Consultation Draft Strategic Growth Plan. |
| Human Rights | See above |
| Transformational Government | Not applicable |
| Comments of Head of Paid Service | Report is satisfactory |
| Comments of Deputy Section 151 Officer | Report is satisfactory |
| Comments of Deputy Monitoring Officer | Report is satisfactory |
| Consultees | The Consultation Draft Strategic Growth Plan has been prepared by all Housing Market Area Authorities and is endorsed by the Members' Advisory Group on which all authorities are represented. |
| Background papers | Strategic Growth Statement (August 2016) |
| Recommendations | <p>IT IS RECOMMENDED THAT:</p> <p>A) CABINET NOTES AND ENDORSES THE PROCESS WHICH HAS BEEN UNDERTAKEN IN THE PREPARATION OF A DRAFT STRATEGIC GROWTH PLAN FOR LEICESTER AND LEICESTERSHIRE;</p> <p>B) CABINET NOTES THAT THE CONSULTATION DRAFT PLAN HAS BEEN ENDORSED BY THE MEMBERS' ADVISORY GROUP (MAG) WHICH OVERSEES THE PREPARATION OF THE PLAN;</p> <p>C) THE CONSULTATION PROCESS AND TIMETABLE IS APPROVED; AND</p> <p>D) A FURTHER REPORT IS BROUGHT BACK TO THE CABINET TO CONSIDER THE CONSULTATION</p> |

| | |
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| | RESPONSES WITH A VIEW TO CABINET RECOMMENDING APPROVAL OF THE FINAL VERSION OF THE PLAN TO COUNCIL. |
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1.0 CONTEXT

- 1.1 The Council has played an active role in the preparation of the Consultation Draft of the Leicester & Leicestershire Strategic Growth Plan since its inception; the Consultation Draft Plan appears at **Appendix 1** to this report. The process so far has included Council endorsement of the Strategic Growth Statement, on 28th June 2016, which set out the key challenges, opportunities, and reasons to prepare the Statement, and outlined future work that would be undertaken. The Strategic Growth Statement was the subject of public consultation in August/September 2016 and responses have been taken into account in the preparation of the Consultation Draft Plan.
- 1.2 In preparing this plan, the Council has been working with Leicester City Council, Leicestershire County Council, the other six boroughs and districts and the Leicester & Leicestershire Enterprise Partnership.
- 1.3 The exercise is being overseen by MAG, comprising representatives from each of the local authorities, together with the LLEP whose representative attends as an observer. The MAG is supported by a Strategic Planning Group, made up of senior officers from the local authorities. The Members' Advisory Group is responsible for assisting in the proper execution of the statutory Duty to Co-operate, by which local planning authorities and other key stakeholders, including the County Council, are required to co-operate on strategic planning issues, including employment and housing land provision, affecting local plans. A key role for the MAG is overseeing the preparation of the Strategic Growth Plan.
- 1.4 On 6 November 2017, MAG endorsed the Draft Strategic Growth Plan and a consultation process and timetable. The LLEP Board will also receive a report on the Draft Plan. The LLEP, which is not a local planning authority, has participated as an observer in the process of preparing the Draft Plan

2.0 THE PROCESS THAT WAS FOLLOWED

- 2.1 Until 2010, the strategic planning framework for Leicester & Leicestershire was set out in the East Midlands Regional Plan (2009), the regional spatial strategy for the East Midlands. In 2010, however, regional spatial strategies were abolished by Government and local planning authorities were encouraged to consider strategic planning within the context of the '*duty to co-operate*' imposed by the Localism Act 2011.
- 2.2 In Leicester & Leicestershire, recognising that the strategy of the East of England Plan would be implemented through proposals in the current round of Local Plans, the local planning authorities decided that strategic planning for the longer term would be more effective if undertaken across the City and County as a whole. Responding to the important role of the Leicester & Leicestershire Enterprise Partnership (LLEP) in the delivery of infrastructure and economic growth, the LLEP became an additional partner in the process.

- 2.3 The Strategic Growth Plan has, therefore, been prepared jointly and on a collaborative basis by the ten partner organisations in Leicester & Leicestershire i.e. all eight of the local planning authorities, the County Council as highway authority, the City Council as a unitary authority with combined planning and highways responsibilities, and the local enterprise partnership. Leicester & Leicestershire is fortunate in that the Housing Market Area, the Functional Economic Market Area and the area covered by the LLEP are the same: having the same geographical boundaries for these areas means that it is easier to plan for the future. Although there is a need to collaborate with authorities outside Leicester and Leicestershire, the intention is that provision for housing and economic development needs will be met from within the area.
- 2.4 The Strategic Growth Statement, published in August 2016, stated that the ten partner organisations had agreed that the Strategic Growth Plan would:
- be clear about the opportunities and challenges that are to be faced
 - provide an agreed scale and direction for future growth, reflecting the evidence available and the will of the partners
 - create a single consistent strategic framework for Local Plans, economic investment plans, transport and other infrastructure plans
 - ensure that Leicester & Leicestershire is positively positioned to take advantage of private sector inward investment opportunities and national programmes for investment
 - provide the right conditions for the growth of indigenous businesses, and, at the same time, protect the area's natural resources, environment and historic assets.
- 2.5 The current Consultation Draft Plan takes forward this work. It sets out a strategy for the growth and development of Leicester & Leicestershire in the period to 2050. This time period allows the partners to think about the longer term needs of the area and to consider opportunities which might extend beyond the conventional timeframe of a Local Plan. Within this longer time period, however, MAG has considered the distribution of housing and employment land for the periods 2011-2031 and 2011-2036 so that the partners have a more detailed framework for the preparation of Local Plans.
- 2.6 The Strategic Growth Statement was the first stage in the preparation of the Plan. Having completed governance procedures in early summer 2016, it was the subject of public consultation in August/September 2016. The document stated the ambition of the partners was to overcome the problems that are experienced by existing communities, and to accommodate growth in new developments that have a real sense of place and purpose. It also explained that the partners wanted to raise the bar in terms of the quality of development so the focus has been on how the City and the County can be improved for local people and businesses, and, therefore, how growth can be delivered at the right time, in the right place, with the essential infrastructure that it needs. Consultation responses were reported to MAG in early 2017.
- 2.7 Throughout the discussions on the Strategic Growth Plan, the focus has been on defining a long term future for Leicester & Leicestershire, looking ahead as far as 2050. This end date was chosen, in part, to provide additional flexibility in terms of the potential solutions that might be considered, but also because other stakeholders were known to be planning for, and trying to secure funding for, projects with end dates which extended well beyond the timeframe of a Local Plan.

2.8 Since work started on the Strategic Growth Plan, other organisations have progressed their own work at different speeds (e.g. Network Rail, Highways England, the Midlands Connect Partnership) but there has been a constant dialogue to ensure an awareness of their emerging policies and proposals, and that projects considered to be vital to the future of Leicester & Leicestershire were incorporated in emerging plans, strategies and funding programmes.

2.9 As the Consultation Draft Plan has been developed, a number of events have been held for Members to keep them advised of progress; this included a presentation to the wider membership on 26 September 2017. In addition Cllr Pendleton has attended a number of MAG meetings, as the Council's representative, at which the shape, structure and content of the Consultation Draft Plan has been discussed.

3.0 Proposed Consultation process

3.1 With the Consultation Draft Strategic Growth Plan having been endorsed by MAG, a period of public consultation now needs to take place. The detail and the extent of consultation that is to take place will vary between the partner organisations, to provide flexibility for each to reflect their own practices. In practice, however, there needs to be an 'agreed minimum' which each local authority will adopt. It is recognised that the LLEP has a different role in this process.

3.2 The following will provide the basis of the public consultation:

- The Consultation Draft Plan
- A short, simple consultation leaflet. It is anticipated that this would constitute an A3 sheet of paper folded in such a way that the reasons for preparing the plan are set out on the front page, the strategy diagram with explanatory notations are set out on the centre spread and the final page should provide details of proposed housing numbers and ways in which consultation responses can be submitted.
- Copies of all supporting documentation
- A standard presentation, with notes, to be used by individual organisations to ensure that a consistent message is conveyed.
- A consultation questionnaire
- One or more joint press releases

3.3 The consultation process will be managed, primarily, through the web sites for both the Strategic Growth Plan and partner organisations. It is anticipated that all material will be held on the web site for the Strategic Growth Plan with a link from partner organisations. Arrangements will also be made for comments to be submitted by post.

3.4 It is proposed that consultation should start during week commencing 8 January 2018 and continue for twelve weeks (thereby ending around the end of March 2018, depending on the start date).

3.5 All consultation responses will be reviewed and reported, in the first instance, to MAG. At the same time, consideration will be given to whether amendments to the Draft Plan will need to be made.

- 3.6 It is anticipated that the final version of the Strategic Growth Plan will be presented to MAG for consideration in summer/early autumn 2018. If agreed, it will proceed through the governance arrangements of the partner organisations.

LEICESTER &
LEICESTERSHIRE
2050:
OUR VISION
FOR GROWTH

**CONSULTATION
DRAFT**

FOREWORD

The Strategic Growth Plan is being prepared by ten partner organisations in Leicester & Leicestershire. We want to prepare a long term plan to address the challenges that we face and the opportunities that are presented to us. It will be a non-statutory plan but, in its final form, it will set out our agreed strategy for the period to 2050. We will deliver the strategy through our Local Plans.

This document has been prepared for the purpose of public consultation. It explains the approach that we have taken in preparing the Draft Plan, identifies broad locations where we think that development might take place and the infrastructure needed to deliver it. We encourage local people, businesses, developers, landowners and statutory organisations to work with us and to comment on the Draft Plan. Details of how to comment are available on our web site strategicgrowthplan.org.uk. The feedback will be used to inform the final version of the plan.

Cllr Trevor Pendleton

Chair, Members' Advisory Group for the Strategic Growth Plan

Our Partners:



This document has been prepared on behalf of: Blaby District Council, Charnwood Borough Council, Harborough District Council, Hinckley & Bosworth Borough Council, Leicester City Council, Leicestershire County Council, Leicester & Leicestershire Enterprise Partnership, Melton Borough Council, North West Leicestershire District Council and Oadby & Wigston Borough Council.

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CONTENTS

01

LEICESTER &
LEICESTERSHIRE
TODAY

02

PLANNING FOR
OUR FUTURE

03

ACCOMMODATING
OUR GROWTH

04

THE BUILDING BLOCKS
FOR OUR DRAFT PLAN

05

OUR DRAFT STRATEGY

06

OUR PROPOSED
GROWTH AREAS

07

OUR COMMITMENT
TO DELIVERY

08

NEXT STEPS

APP

APPENDIX A
APPENDIX B

LEICESTER & LEICESTERSHIRE TODAY

OUR STRENGTHS:

Great location and connectivity

- at the heart of the UK, with nationally significant road, rail and air services, and businesses that have the potential to export more goods and services

Growing and diverse economy

- with employment opportunities ranging from traditional manufacturing, logistics and distribution to cutting edge, research and enterprise, innovation and technology sectors

Distinctive environmental, historic and other assets

- beautiful countryside, valuable flora and fauna, thriving market towns and popular villages, country parks, waterways and canals

A diverse and multi-cultural city

with a young population, unique history, global tourism appeal, and attractive city centre with great shops, leisure, arts and entertainment

Three outstanding universities

- globally significant in space, engineering and sports science, and high quality FE colleges

IN SHORT, A COMBINATION THAT OFFERS EXCEPTIONAL QUALITY OF LIFE AND BUSINESS OPPORTUNITY

OUR WEAKNESSES:

Congestion on our roads and railways

- we are tackling this but further investment is needed to continue improvements and support our long term growth

Gaps in the road and rail network

- travelling north-south is relatively easy (albeit congested) but east-west links are slow and unreliable

Poor economic productivity per head of population

- lower than the national and regional averages

Low pay structure

- many highly skilled employees and graduates move away, travel costs are high for those on a low wage making it difficult to access jobs

High levels of commuting

- some of the most important employment areas are remote from places where people live

Outside the City, an **ageing population**, not economically active but relatively wealthy. A strong influence on the number and type of dwellings

Pressures on existing communities

from new development, lack of infrastructure and services such as education and health

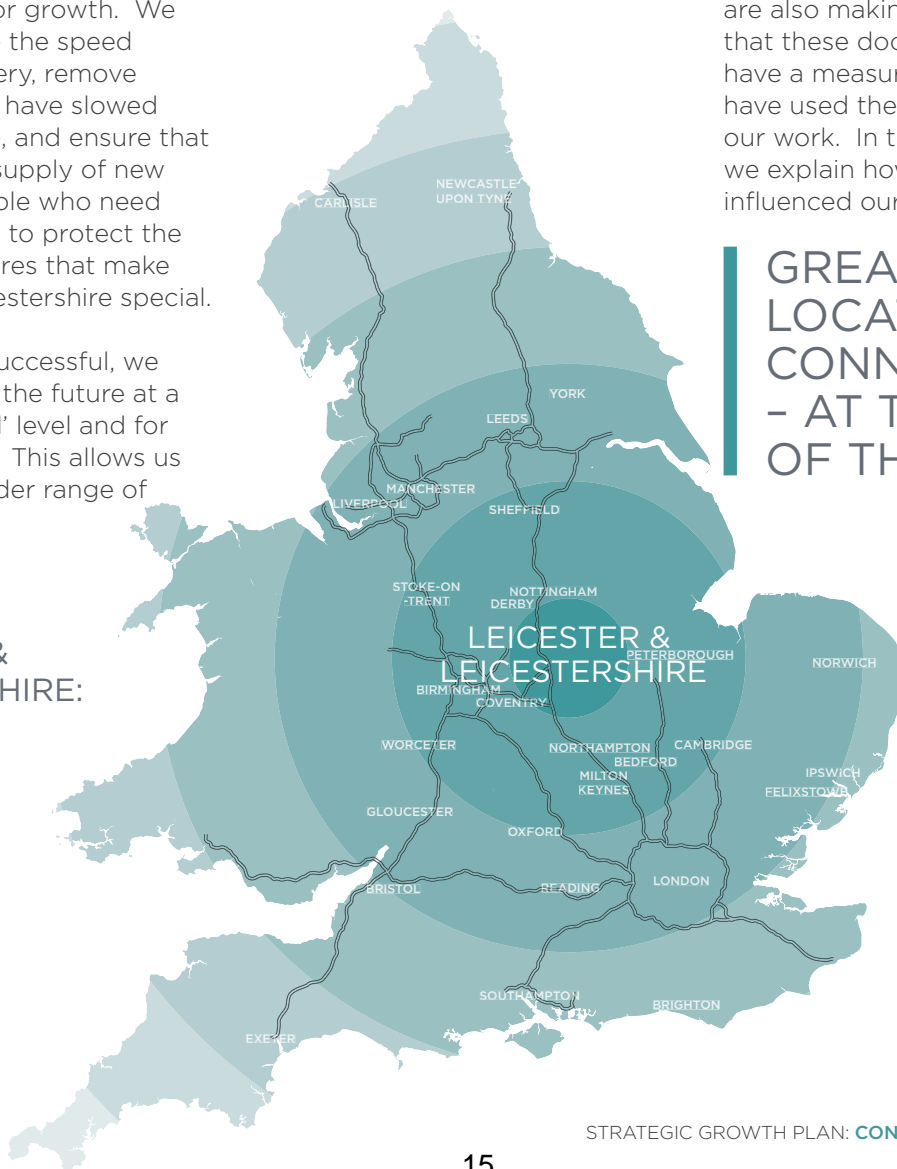
PLANNING FOR OUR FUTURE

Leicester & Leicestershire has huge potential for growth. Located at the very heart of the UK, with a population of over 1 million, a thriving and vibrant city, distinctive and characterful market towns, three universities and an international airport, our economy contributes some £23bn to the UK economy. We have much to offer in terms of quality of life.

We want to play our part in developing the UK economy, improve productivity and create the conditions for growth. We want to increase the speed of housing delivery, remove the barriers that have slowed progress to date, and ensure that there is a good supply of new housing for people who need it. We also want to protect the places and features that make Leicester & Leicestershire special.

If we are to be successful, we need to plan for the future at a 'larger than local' level and for the longer term. This allows us to consider a wider range of possibilities.

FIGURE 1:
LEICESTER & LEICESTERSHIRE:
A CENTRAL
LOCATION



The Strategic Growth Plan is the opportunity for the ten partner organisations - the City Council, the County Council, the seven boroughs and districts, and the Leicester & Leicestershire Enterprise Partnership - to prepare a plan which will shape the future of Leicester and Leicestershire. This will be a 'non-statutory' plan, covering the period to 2050. It will provide an agreed framework for Local Plans prepared by individual authorities.

The Strategic Growth Plan will focus on four key matters:

- delivering new housing
- supporting the economy
- identifying essential infrastructure, and
- protecting our environment and built heritage.

We are not starting with a blank sheet. Government, local and regional agencies are also making plans. Given that these documents already have a measure of support, we have used them as a basis for our work. In this Draft Plan, we explain how these have influenced our work.

**GREAT
LOCATION AND
CONNECTIVITY
- AT THE HEART
OF THE UK**

ACCOMMODATING OUR GROWTH

OUR NEED FOR NEW HOMES AND EMPLOYMENT LAND: 2011-31

We have recently concluded a study of our need for new homes and employment land.* This is based on current information on population growth and changes in the numbers of households, and economic forecasts. It concludes that, across Leicester & Leicestershire, we need 96,580 new homes and 367-423 hectares of employment land in the period 2011-2031 (See Appendix A). Additional land will be required for strategic distribution facilities.

We have analysed the amount of development that has already been built, has planning permission or is allocated in adopted or emerging local plans that have been published. This demonstrates that much of our housing and employment land is already provided for in the period 2011-31.

MUCH OF OUR HOUSING AND EMPLOYMENT LAND IS ALREADY PROVIDED FOR IN THIS PERIOD 2011 - 31. BEYOND 2031, ADDITIONAL NEEDS WILL BE SATISFIED PRIMARILY IN STRATEGIC LOCATIONS

Only Leicester City Council has declared that it will be unable to meet its housing needs. We are confident, however, that any shortfall in the period 2011-31 can be met through Local Plan allocations in other areas.

The agreed distribution will be set out in a Memorandum of Understanding which will be published in early 2018. This will be used as the basis for preparing or reviewing Local Plans in future.

OUR NEED FOR NEW HOMES AND EMPLOYMENT LAND: 2011-36

Our study of the need for new homes and employment land also covers the period 2011-36. It concludes that, across Leicester & Leicestershire, we need 117,900 new homes and 459-497 hectares of employment land during this period. Additional land will be required for strategic distribution facilities.

Again, we have analysed the amount of development that has already been built, has planning permission or is allocated in adopted or emerging local plans that have been published. This demonstrates that, whilst much of our need for new homes and employment land during this period can be met from these sources, there is likely to be a shortfall.

We have decided that these additional needs will be satisfied, in part, by development in strategic locations in accordance with the strategy set out in this Draft Plan.

The agreed distribution for the period 2011-36 will be set out in a Memorandum of Understanding which will be published in early 2018. This will be used as the basis for preparing or reviewing Local Plans with 2036 as an end date.

* Reference: Leicester & Leicestershire Housing and Economic Development Needs Assessment (January 2017)

WITHOUT ADDITIONAL INFRASTRUCTURE WE WILL BE UNABLE TO DELIVER LONG TERM GROWTH ON THIS SCALE, OR IN THE TIMESCALE PROPOSED

LONGER TERM GROWTH: 2031-50

PLANNING FOR THE LONGER TERM

The conclusions of our current work indicate that, beyond 2031, decisions on the distribution of development will need to be agreed between the authorities in Leicester & Leicestershire as a whole, hence the need for a Strategic Growth Plan. The longer term strategy of the Draft Strategic Growth Plan, therefore, focuses on the period 2031-50.

ESTIMATING THE SCALE OF GROWTH

For the period beyond 2036, there are no reliable estimates of population growth or household change, nor economic forecasts, but we need to have some understanding of how much growth we might be expected to accommodate in future. Having this information allows us to consider a wider range of options than if we were to focus only on shorter term needs.

We have estimated our 'notional' housing needs for the period 2031-50 by projecting forward the annual figures given in our current study. This is considered to be a reasonable basis on which to proceed given that the current study uses reliable data. Any resulting figures will be revised as new, authoritative, information becomes available.

RE-DISTRIBUTING OUR GROWTH BEYOND 2031

For the purposes of the Draft Plan, we have assumed that neither Leicester City Council nor Oadby & Wigston Borough Council will be able to accommodate their needs beyond 2031. An important aspect of the Draft Strategic Growth Plan is to consider how any unmet needs might be shared between the other local authorities in Leicester & Leicestershire.

ALIGNING GROWTH, INFRASTRUCTURE AND SERVICES

We are very clear that significant new development cannot be accommodated within Leicester & Leicestershire without significant investment in infrastructure and services. We welcome government's recognition of this problem at a national and regional level, and the investment that is already being committed to projects in our area.

We now have the opportunity to maximise the returns on this investment and to use it to the advantage of our local communities. We have, therefore, taken as one of the building blocks for our Draft Strategic Growth Plan, proposals for infrastructure investment that already have a degree of support from government, executive agencies and other organisations. All of the strategic infrastructure in our Draft Plan is acknowledged as being required to resolve national and regional problems.

Through the Draft Strategic Growth Plan we can maximise the benefits of this investment by focusing growth in areas close to new infrastructure proposals. But, on our own, we cannot deliver growth on this scale, or at the speed required. Government, statutory agencies, landowners, developers and local authorities all have an important role to play in this process. The partnership approach that we have achieved to date provides a secure foundation on which to move forward with other organisations. Without additional infrastructure we will be unable to deliver long term growth on this scale, or in the timescale proposed.

THE BUILDING BLOCKS FOR OUR DRAFT PLAN

We are aware that other agencies are preparing plans and strategies which will influence what we do. In many cases, we have already contributed to these documents so their contents are already aligned with our own aspirations. At the same time, the Draft Plan must be firmly rooted in the character of Leicester & Leicestershire and must protect our environmental, historic and other assets. This chapter summarises the principal building blocks that we have used to prepare our Draft Plan.

THE EXISTING SETTLEMENT PATTERN

The first building block for our Draft Plan is the settlement pattern that we already have. Looking beyond the county boundaries, the settlement pattern can be described as a series of separate towns and cities, extending from Derby and Nottingham in the north to Coventry and Birmingham in the south-west, mostly focused around the M1 and the M69 with intervening rural areas. On either side, extensive rural areas separate Leicester & Leicestershire from the West Midlands and Cambridgeshire.

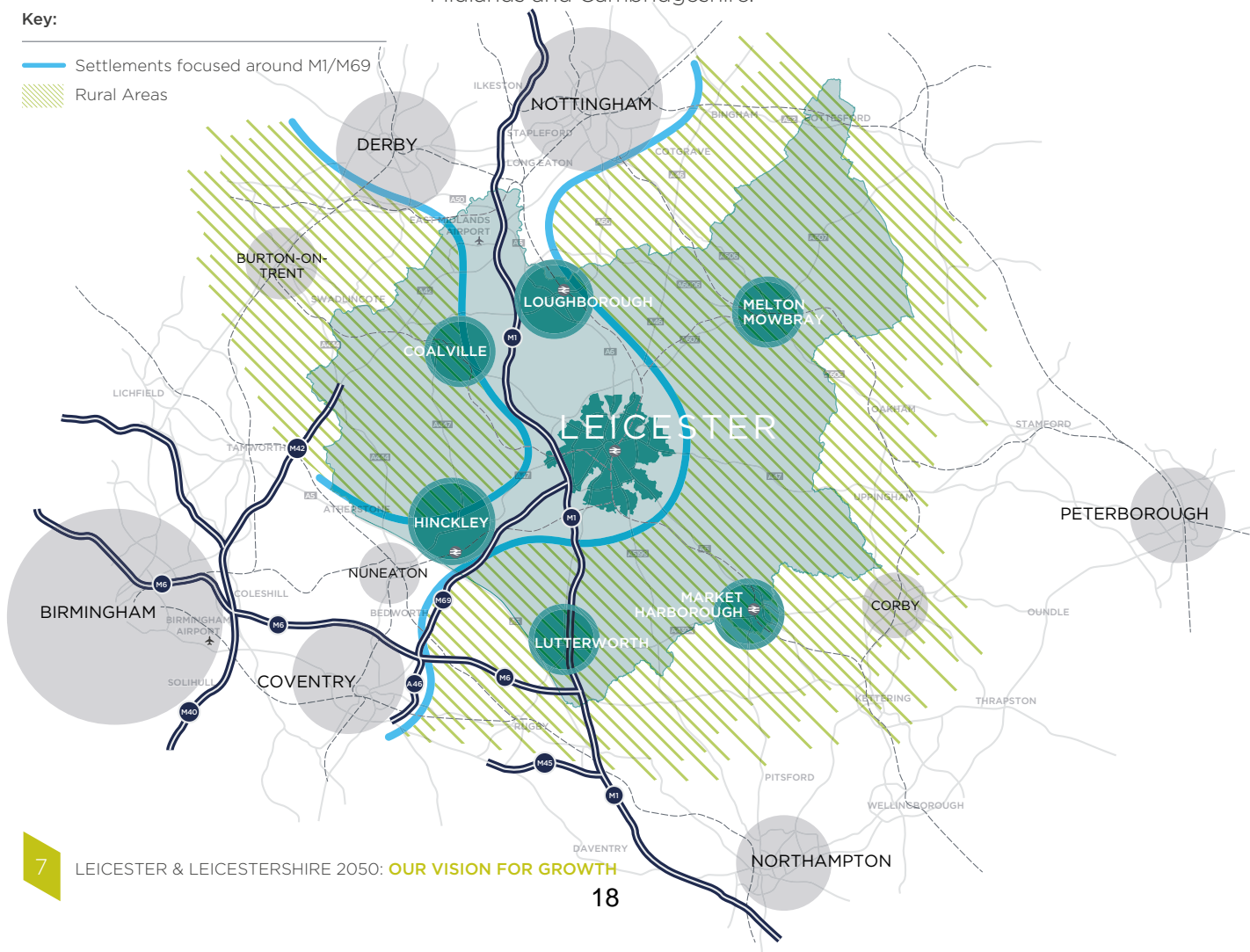
Within Leicester & Leicestershire the settlement pattern is quite distinctive:

- **A strong 'central' city (Leicester)**, located at the heart of the County, with suburbs extending into adjoining boroughs and districts. With strong office, shopping, arts, culture, heritage and visitor profiles, the City is a focus for the market towns, rural areas and major employment areas that are linked to it.

FIGURE 2:
SETTLEMENT PATTERN

Key:

- Settlements focused around M1/M69
- ▨ Rural Areas



NATIONAL POLICIES

- **A ring of strong, independent and characterful market towns** each connected to Leicester by radial routes and with strong physical, functional, social and economic ties to the City. The market towns contribute much to the character of Leicestershire, are economically buoyant in their own right and are an important focus for local communities.
- **Extensive rural areas** encircling the City and the market towns, villages and hamlets. The landscape is beautiful and varied, and has an economy of its own, from nationally significant agriculture and food production to a growing professional services sector.

Together, this mix of urban and rural areas underpins our quality of life. The long-standing relationship between Leicester, the market towns and the rural areas is a feature that we wish to enhance. It is not lost on us that our settlement pattern resembles that of the 'social city', a phrase coined by the garden cities movement of the early 20th Century to describe a cluster of new garden cities in the countryside. The garden cities movement sought to deliver the perfect partnership between town and country.

The second building block of our Draft Plan is an understanding of national policies. These influence what we can do, particularly in relation to our priority areas: housing, the economy, infrastructure and the environment. We want to be ready to take advantage of opportunities that will bring benefits to our area, yet able to control excessive development pressures.

A key influence is the Government's emerging industrial strategy which will set the framework for improving productivity, and enhancing the UK's prospects for economic growth. The national industrial strategy will provide a framework for our own Local Industrial Strategy and investment by the LLEP. The Strategic Growth Plan will consider how existing employment areas can be supported and where new growth should be directed.

Government has also published its strategy for tackling problems in the housing market. This recognises that if more new housing is to be built, at a faster rate, it will have to be accompanied by investment in new infrastructure. The housing strategy also recognises the importance of strategic planning for long term growth.

Government has already committed to new investment in housing, industry and infrastructure in Leicester & Leicestershire through various funding programmes, and more is promised. We want to maximise the benefits of this investment, nationally, regionally and locally.



OUR ECONOMY AND THE MIDLANDS ENGINE STRATEGY

The third building block of our Draft Plan is an understanding of the local economy and how it is supported by the Midlands Engine Strategy. The economy in Leicester & Leicestershire is recovering strongly from the last recession but there is still much to be done. Productivity and wages remain below the national average but we have many important growth sectors and key employment locations.

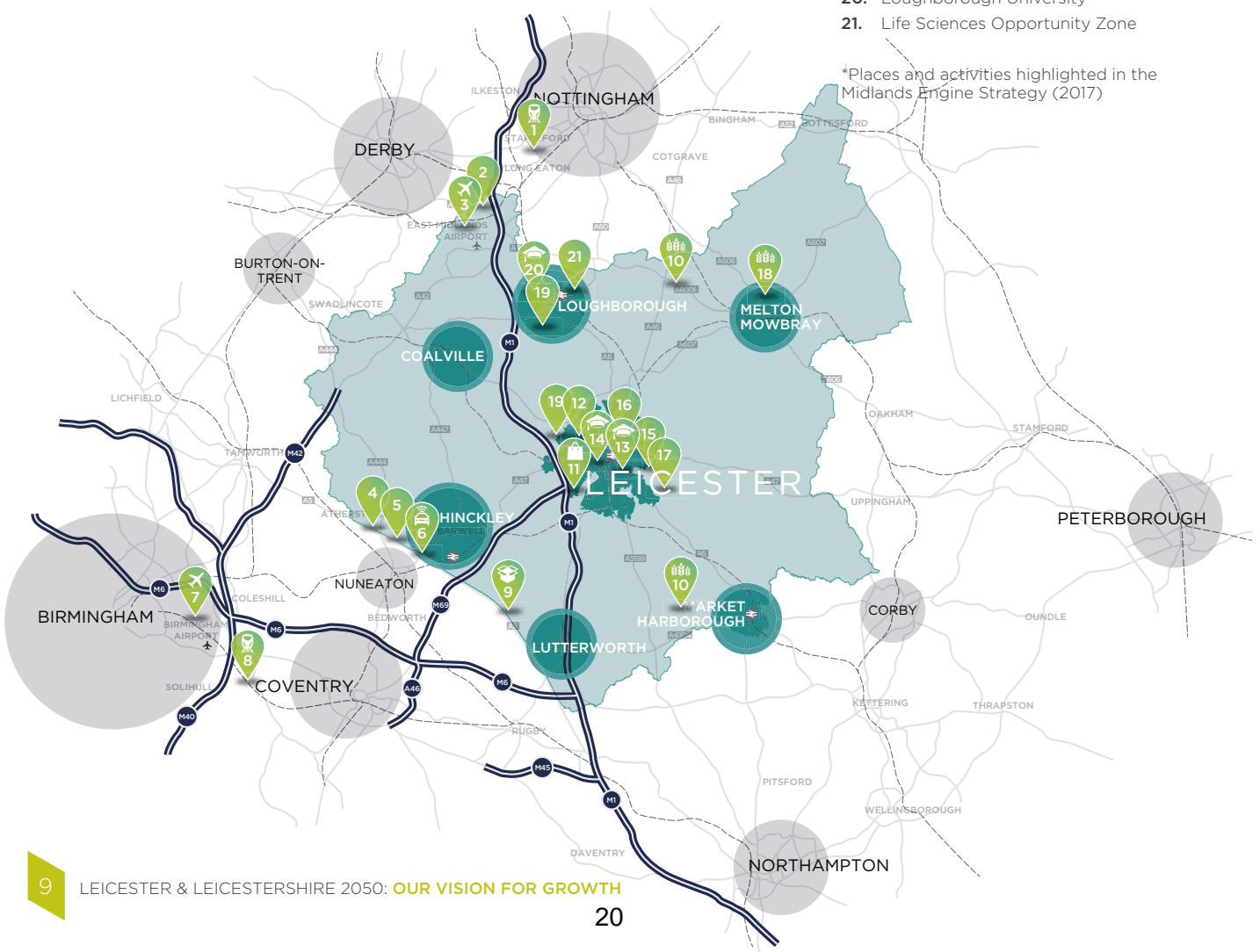
The Midlands Engine Strategy has been prepared by Government and sets out a collective ambition for economic growth and prosperity. It describes how the government's emerging industrial strategy can be applied at the regional level and builds upon existing business sectors and areas of opportunity. It highlights many of our key industries, universities and employment areas as places of national, and even global, significance.

FIGURE 3:
ECONOMIC GROWTH AREAS*

Key:

1. Toton Station (High Speed 2)
2. East Midlands Gateway (Strategic Rail Freight Interchange)
3. East Midlands Airport
4. Engineering Skills Training Centre at MIRA
5. MIRA Enterprise Zone
6. Centre for Connected Autonomous Vehicles
7. Birmingham International Airport
8. Arden Cross Station (High Speed 2)
9. Magna Park Distribution Centre
10. Agri-Food and Drink Processing
11. Fosse Park Retail Centre
12. City Centre and Strategic Regeneration Area in Leicester
13. Leicester University
14. De Montfort University
15. Global Space Technologies Hub
16. Space Research Centre & Earth Observation Centre
17. IBM Client Innovation Centre
18. Agri-Food and Drink Processing
19. Loughborough & Leicester Enterprise Zone
20. Loughborough University
21. Life Sciences Opportunity Zone

*Places and activities highlighted in the Midlands Engine Strategy (2017)



INFRASTRUCTURE AND THE MIDLANDS CONNECT STRATEGY

The Midlands Engine Strategy also recognises the growth potential of major employment areas such as East Midlands Airport, East Midlands Gateway, the two enterprise zones - MIRA Technology Park near Hinckley and the Loughborough and Leicester Enterprise Zone - the logistics and distribution industry and the potential of Leicester City Centre. The strategy also confirms that government funding will be put in place for key projects.

The fourth building block of our Draft Plan is an understanding of the local road and rail networks and how they are supported by proposals in the Midlands Connect Strategy. A particular feature of the road and rail network in Leicester & Leicestershire is its emphasis on north-south movement and the difficulty of east-west movement. All routes, however, are heavily congested and few have the capacity to support growth beyond 2031.

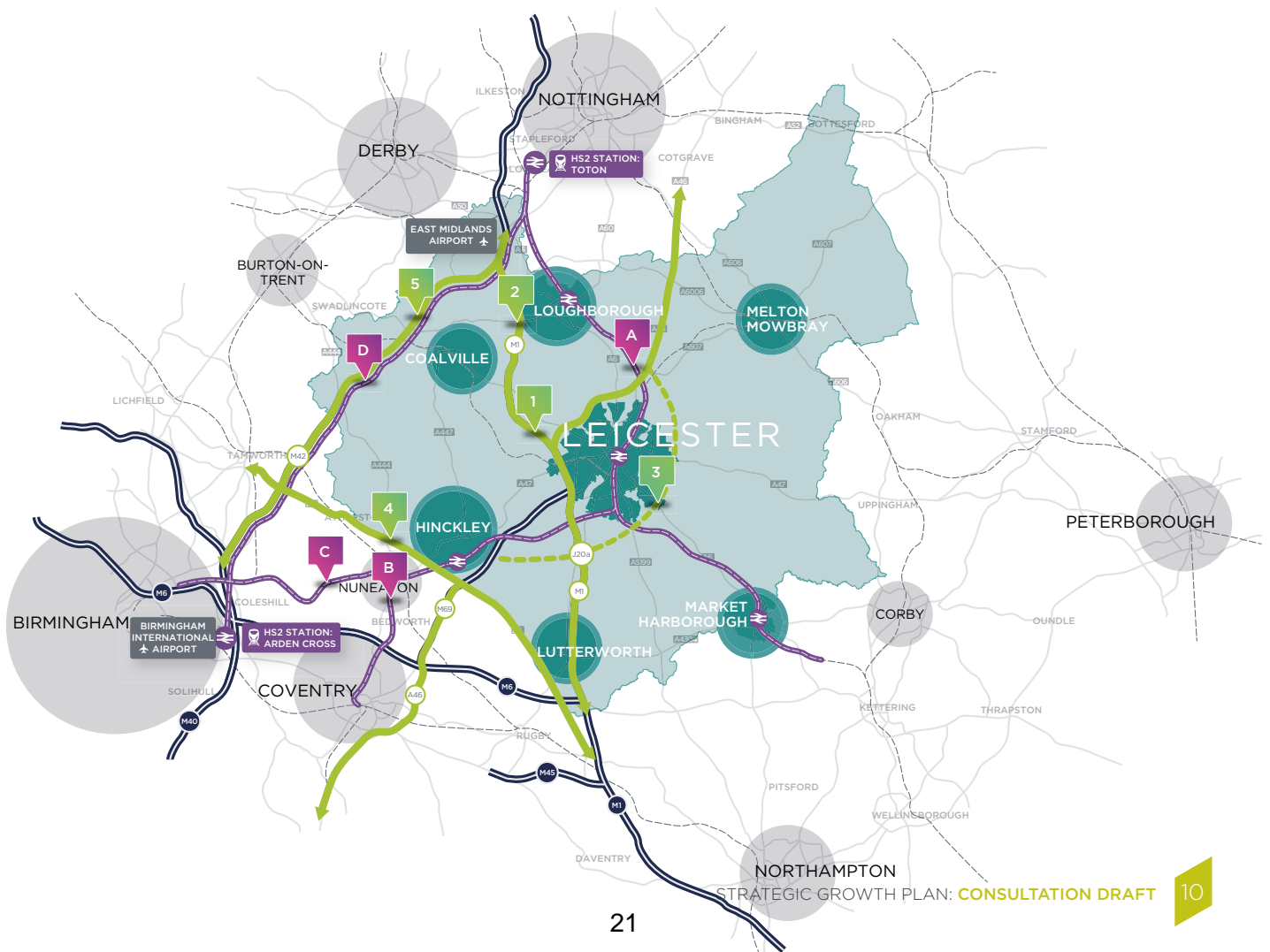
FIGURE 4:
ROAD AND RAIL IMPROVEMENTS

(referenced in Midlands Connect Strategy)

Key:

- ROAD IMPROVEMENTS**
1. Smart Motorway M1 J19-23a
 2. M1 J23/A512 improvements
 3. A46 Expressway
 4. A5 Expressway
 5. M42/A42 Expressway

- RAIL IMPROVEMENTS**
- A. Midland Main Line Upgrade and Electrification
 - B. Leicester-Coventry Upgrade
 - C. Leicester-Birmingham Upgrade
 - D. High Speed 2



The Midlands Connect Strategy has been prepared jointly by the Midlands Connect Partnership and Government. It supports the Midlands Engine Strategy and sets out a series of long term transport investment priorities to help unlock jobs and growth. It proposes a rolling 25-year programme of strategic road and rail improvements around a series of economic hubs and intensive growth corridors.

The Strategy endorses a number of key rail projects in Leicester & Leicestershire, including the Midland Mainline upgrade and electrification, and improved rail services between Leicester, Coventry and Birmingham. Key road projects include improving the A5, M42/A42 and A46 to expressway standard, including a new road to the south and east of Leicester linking into the M69 to the west.

Whilst government has announced its intention to cancel the proposed electrification of the Midland Mainline north of Kettering, arguments in favour of its reinstatement continue to be made.

PROTECTING OUR ENVIRONMENTAL, HISTORIC AND OTHER ASSETS

The fifth building block in the Draft Plan has been a recognition of the assets that are most important to us. We have identified key features and designations to help us make decisions about areas that need to be protected. We have few national or international constraints but there are key features that are important to Leicester & Leicestershire, not least the National Forest, Charnwood Forest, Bosworth Battlefield, areas separating urban areas (our 'green wedges'), valuable landscape and townscape, local nature conservation designations, civic heritage, conservation areas, etc.

KEY FEATURES IMPORTANT TO LEICESTER AND LEICESTERSHIRE....
THE NATIONAL FOREST,
CHARNWOOD FOREST,
BOSWORTH BATTLEFIELD,
OUR 'GREEN WEDGES',
VALUABLE LANDSCAPE, LOCAL NATURE, CIVIC HERITAGE, CONSERVATION AREAS, ETC.

OUR DRAFT STRATEGY

We acknowledge that Leicester & Leicestershire will grow. Our population is increasing and we need more homes. We have clusters of businesses, universities and research institutions that operate on a world stage. There is a national and regional imperative to provide more homes and jobs.

But we also know that too much growth in particular locations, and insensitive development, is having an adverse impact on our local communities and on our environment. The lack of essential infrastructure is also slowing the pace of delivery.

The Draft Strategic Growth Plan is our proposal for balancing these competing interests. By providing a long term strategy and a framework for our Local Plans, the Draft Strategic Growth Plan gives us the opportunity to identify strategic development locations and the infrastructure that is essential to their delivery.

THIS IS OUR OPPORTUNITY FOR CHANGE

OUR PRIORITIES

During the course of our work, we have identified four priorities. They are:

- **creating conditions for investment and growth** - balancing the need for new housing and jobs with protection of our environment and built heritage.
- **achieving a step change in the way that growth is delivered** – focusing more development in strategic locations and less on non-strategic sites.
- **securing essential infrastructure** that is needed to make this happen – taking advantage of proposals to improve national and regional networks (as set out in the Midlands Connect Strategy) and maximising the benefits from them.
- maintaining the essential qualities of Leicester & Leicestershire and **delivering high quality development**.

This sets an agenda for growth which is based on achieving a better relationship between homes, jobs and infrastructure, increasing the speed of delivery and ensuring that development does not damage the special places that we cherish.

SHIFTING THE FOCUS OF DEVELOPMENT

To date, the majority of new housing in Leicester & Leicestershire has been built on small and medium-sized sites in the City, market towns, villages and rural areas. Some of this development has been unplanned. Often these developments make little or no contribution to infrastructure or services and, instead, rely on existing facilities. This has created significant problems. Some communities feel overwhelmed by the speed and scale of change. Others are disadvantaged by pressures on local schools, health centres and recreation facilities. Congestion on local roads and public transport is a frequent cause of complaint.

Sometimes those who want to live in good quality homes close to their place of work find that there is little available within their price range. Several major employers and clusters of economic opportunities are located towards the edge of the County. Not all are close to housing so a great deal of commuting takes place. This is a problem not least for those who do not have a car – public transport is often limited.

OUR VISION*

Our vision is that:

“By 2050, Leicester & Leicestershire will have established itself as a driver of the UK economy, exploiting opportunities for linkages across its diverse economic base, supporting its urban and rural centres, and taking advantage of its exceptional location. Growth will contribute to people’s health, happiness and well-being through the timely delivery of well-designed and high quality development, raising the bar in terms of environmental standards, quality of life and local distinctiveness.”

** Reference: Strategic Growth Statement (2016)*

Our draft strategy proposes to build more development in major strategic locations and to reduce the amount that takes place in existing towns, villages and rural areas. This will allow us to plan for new housing and employment together with new and improved roads, public transport, schools, health services, local shops and open space. Development on major sites has been slow but we are working with developers to increase the speed at which this will be built. We will continue to seek funding for essential infrastructure to support development.

Our analysis has demonstrated that, through our existing and emerging Local Plans, and planning permissions, we can make provision for the amount of new homes and jobs we need in the period up to 2031. This will be achieved through a mixture of major strategic sites already identified in Local Plans (about 40%) and smaller scale growth on non-strategic sites (about 60%). The Draft Strategic Growth Plan, therefore, does not need to focus on this time period.

Beyond 2031, we propose to make provision for more of our growth in strategic locations. To do this, we need new strategic infrastructure which will open up sites for development. The Midlands Connect Strategy lays the foundations for this.

Analysis for the Midlands Connect strategy has shown that by investing in road and rail schemes in Leicester & Leicestershire, congestion can be reduced on other parts of the regional and national network. The strategy, therefore, proposes major improvements to road and rail facilities throughout the area.

We have considered how these road and rail improvements could support strategic development in Leicester & Leicestershire. We have concluded that there may be major opportunities for strategic development in locations that relate well to areas of housing need and economic opportunity. It makes great practical and financial sense to maximise the benefits that are offered by these schemes.



OUR PROPOSED GROWTH AREAS

THE PRIMARY GROWTH AREAS

THE A46 GROWTH CORRIDOR

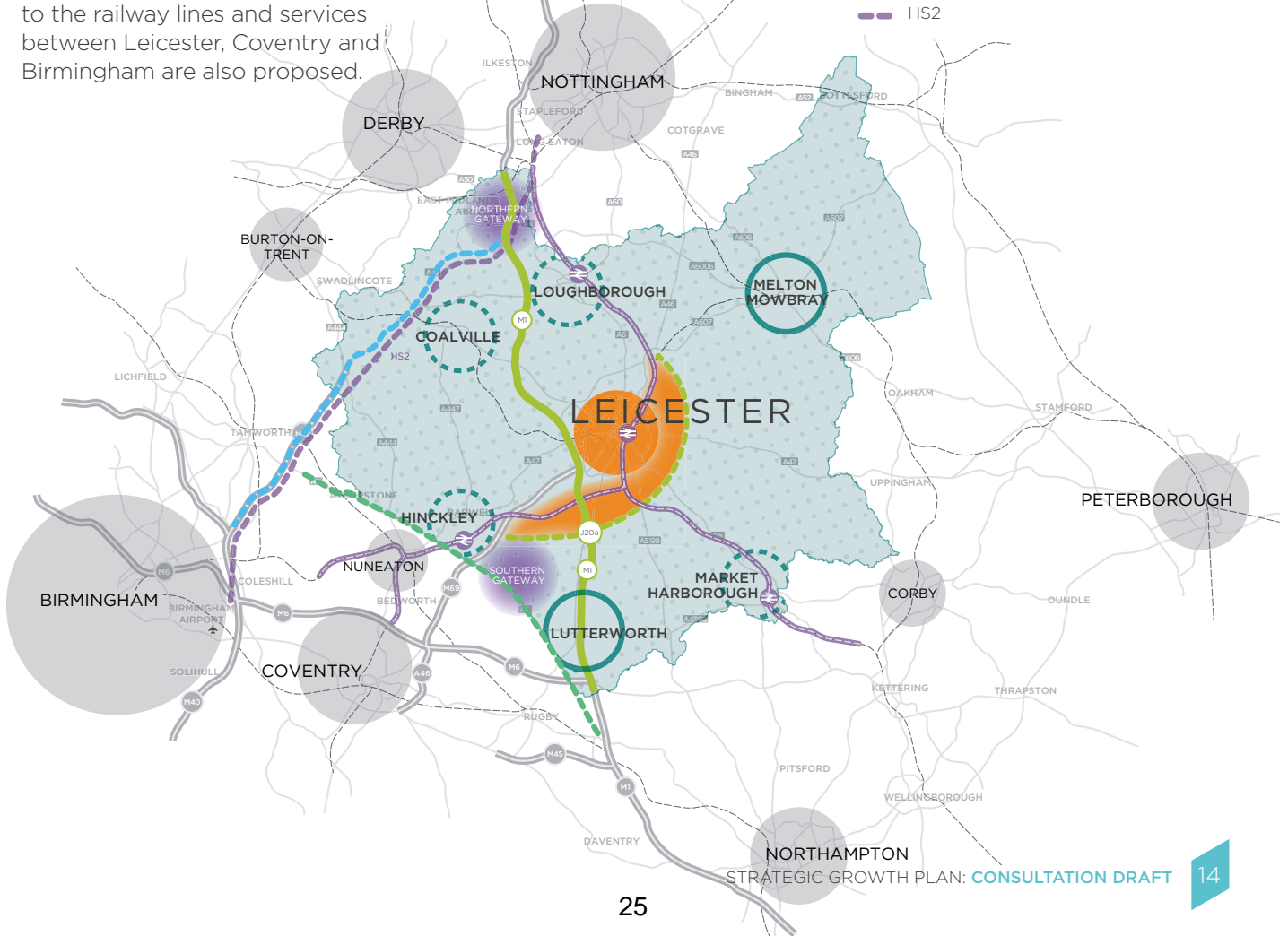
One piece of infrastructure is absolutely critical to our draft strategy - the 'expressway' proposal for the A46. This is included in the Midlands Connect Strategy and proposes a new road extending from a new or improved junction on the M69, and continuing to the south and east of Leicester, with a new junction on the M1 (J20a). The new road would rejoin the existing A46 near Syston. Improvements to the railway lines and services between Leicester, Coventry and Birmingham are also proposed.

Together with the proposals to create an expressway along the A5 - also proposed in the Midlands Connect Strategy - the combination of new and improved roads and railways in this area creates the opportunity for major development along a corridor extending from the M69 to the north-eastern fringes of Leicester. The proposed new road is of national and regional significance but it also provides the opportunity for strategic development in Leicester & Leicestershire. We estimate that this corridor has the potential to accommodate about 40,000 new homes and additional new jobs.

FIGURE 5: STRATEGY PLAN

Key:

- PRIMARY GROWTH AREAS:**
 - Leicester
 - A46 Corridor
- SECONDARY GROWTH AREAS:**
 - Northern / Southern Gateways
- GROWTH POINTS:**
 - Key Centres
 - Managed Growth in Local Plans
 - Growth to support local needs only
- ESSENTIAL INFRASTRUCTURE:**
 - Road Improvements
 - A46 Expressway
 - A5 Expressway
 - M42/A42 Expressway
 - Rail improvements
 - HS2



The Midlands Connect Strategy proposes that the A46 and A5 expressways will be built by the early 2030s. Increased capacity on the railways is proposed within the same timeframe. As planning progresses on these road and rail projects, and Local Plans make provision for future development, the Draft Plan proposes that we should start to shift the balance of new growth, away from small and medium-sized sites, towards major strategic locations within this corridor.

LEICESTER: OUR 'CENTRAL CITY'

Leicester has a pivotal role to play in the draft strategy. We propose that it should develop its role as the 'central city' supporting the market towns and rural areas around it. More jobs, leisure, arts, culture and entertainment facilities would be provided within the City Centre. The strategic regeneration area along the Waterside will develop as a mixed use area, extending the economic opportunities available within the centre of the City, but balancing new jobs with the need for new homes.

The population of the urban area, in and around Leicester City, is about 650,000 and increasing rapidly. We are working collaboratively to accommodate all of the homes that the City needs in places that are well-connected to it. The A46 Growth Corridor is critical to the future success of Leicester & Leicestershire because it would allow the City to grow in such a way that we can make full use of existing services and infrastructure. We could also provide more homes close to jobs in the City Centre and other employment centres, and relieve development pressures in other parts of the surrounding authorities.

Given the scale of development on the fringes of Leicester, proposals to build the A46 Expressway would need to be accompanied by measures to increase capacity on the radial roads and improve public transport.

THE SECONDARY GROWTH AREAS

THE NORTHERN GATEWAY

The Northern Gateway is focused around the northern parts of the A42 and the M1. Major employment centres are located on the edges of the county and in Loughborough nearby. A significant amount of development has planning permission but has not yet been implemented. We propose to provide new homes close to jobs, and we estimate that the area has the potential to accommodate about 10,000 new homes. Improvements to the A42, the M1, railway lines and services – all set out in the Midlands Connect Strategy – support this opportunity.

THE SOUTHERN GATEWAY

The Southern Gateway is focused around the A5, and the proposed new link between the M69 and the M1 (part of the A46 Growth Corridor). Expressway proposals for both the A5 and the new section of the A46 will create opportunities for development in areas well-located relative to employment opportunities, not least the MIRA Technology Park and nationally significant logistics and distribution centres. Substantial provision for growth has already been made within and on the edge of Hinckley but much of this has still to be built. Further development in this area should be consistent with the need to support local growth.

KEY CENTRES

MELTON MOWBRAY

Melton Mowbray sits at the centre of a large, agricultural area in the north east of the county, somewhat distant from other centres, strategic road and rail routes. Accessibility will be improved to a degree with the completion of the A46 Expressway, and would be enhanced by more localised improvements and better connectivity. Strategic growth, facilitated by the proposed Melton Mowbray Distributor Road, is already planned but there is scope for further strategic development in the town to support economic growth and regeneration of the town centre.

LUTTERWORTH

The character of Lutterworth has changed markedly in the last twenty years or so as locations close to the M1 and the A5 have increasingly become a focus for the logistics and distribution industry. New development to the east of the M1, together with new infrastructure to relieve congestion in the town, is already planned. Further new growth would enable better services to be provided. More homes would allow employees to live closer to their places of work and reduce the high-levels of out-commuting from Leicester.

TABLE A: NOTIONAL CAPACITY OF STRATEGIC GROWTH AREAS (DWELLINGS)

| Growth area | Notional capacity (dwellings) |
|--|-------------------------------|
| A46 Growth Corridor (including the Southern Gateway) | 40,000 |
| Northern Gateway | 10,000 |
| Melton Mowbray and Lutterworth | 5,000 |
| Total | 55,000 |

* Reference: *Housing and Economic Development Needs Assessment (2017)*

AREAS OF MANAGED GROWTH IN LOCAL PLANS

COALVILLE, HINCKLEY LOUGHBOROUGH AND MARKET HARBOROUGH

Coalville, Hinckley, Loughborough and Market Harborough vary in size, location and economic base but all contribute significantly to the local economy. All are already under intense pressure for development and have made substantial provision within and on the edges of the existing towns. Much of this has still to be built and is dependent upon new local infrastructure. Further development should be consistent with the need to support local growth. In particular, there are aspirations for continued town centre regeneration and better services.

OUR VILLAGES AND RURAL AREAS

In recent years, our villages and rural areas have been under intense pressure for growth. The draft strategy proposes that, in future, there will be limited growth in these areas, consistent with providing for local needs.

NOTIONAL CAPACITY (DWELLINGS)

We have estimated the notional capacity of our strategic growth areas to accommodate new homes and this is shown in Table A below. In Appendix B we indicate how this growth would be distributed across the eight local authorities in Leicester & Leicestershire.

NOTIONAL CAPACITY (EMPLOYMENT LAND)

Our study of housing and economic development needs* indicates the amounts of employment land that will be required in the periods 2011-31 and 2011-36 (see Appendix A). We are confident that, for these periods, provision will be made in existing and emerging Local Plans.

Longer term requirements are not quantified. The need for employment land is subject to considerably greater market variability than the need for new homes. It is, therefore, unrealistic to anticipate what these might be so far ahead. In principle, however, it is considered that the spatial distribution of new employment will need to reflect the overall strategy of the Plan, enable homes and jobs to be located in close proximity, and take advantage of opportunities for commuting by public transport. The need for new employment land will be monitored and reviewed on a regular basis.

A COMMON AGENDA: DELIVERING 21ST CENTURY GARDEN TOWNS, VILLAGES AND SUBURBS

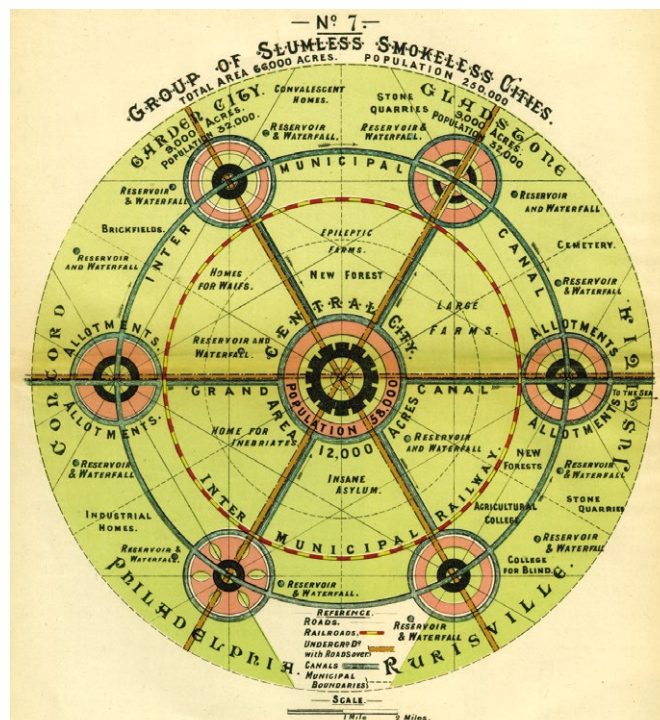
The scale of opportunity in Leicester & Leicestershire gives us choices. This draft strategy proposes to focus development along transportation corridors and close to important employment centres. At a local level, we could expand existing settlements or create new ones. We could plan for some new development in existing urban areas. Indeed, given the scale of opportunity, several of these options could be delivered in combination. The decisions will be made in our Local Plans but the intention is that individual decisions will be made in line with this strategy.

We also propose to seek high quality environments, with a strong community focus and economic justification, and we consider that new strategic development should be delivered to a common agenda.

For this we have looked to our distinctive settlement pattern - Leicester as a thriving central city surrounded by strong, independent and characterful market towns, and extensive rural areas. We are keen to reflect our heritage of garden suburbs and government support for new garden towns, villages and suburbs.

The Garden City concept allows us to plan for new development which captures the very best of town and country. It would ensure that new development is planned with strong social, economic and environmental foundations, and that communities are placed at the heart of planning. We propose that this should be the common agenda to which we work as we bring forward, through our Local Plans, the major development opportunities in the Strategic Growth Plan.

FIGURE 6:
THE SOCIAL CITY CONCEPT OF THE GARDEN CITIES MOVEMENT



Credit: Town And Country Planning Association

OUR COMMITMENT TO DELIVERY

A PARTNERSHIP APPROACH

Our analysis demonstrates that Leicester & Leicestershire has the potential to deliver development which is of national and regional significance. The fact that the Strategic Growth Plan is being prepared by the ten partner organisations responsible for planning, transport and economic development demonstrates the extent of the collaborative work that is taking place. Three strategic documents are being prepared in parallel: the Strategic Growth Plan, the Strategic Transport Plan and the Local Industrial Strategy. Together with Local Plans, these key documents will demonstrate our commitment to future growth and infrastructure investment.

STATUTORY VS NON-STATUTORY PLANS

We are aware of government's recent consultation document '*Planning for the Right Homes in the Right Places*'. This states a preference for statutory plans, makes recommendations on a standard methodology for calculating housing need, and sets out the requirements for a '*Statement of Common Ground*'. The work on our three strategic plans, however, has reached an advanced stage. To pause and re-work the Draft Strategic Growth Plan in a different format would cause significant delay at a time when there are significant issues to resolve and opportunities to grasp.

We propose, therefore, to proceed on the basis of a non-statutory plan and we will reinforce its provisions as necessary to give confidence that we are committed to delivery. We will implement the Strategic Growth Plan, in its final form, through our statutory Local Plans, supplemented by Memoranda of Understanding as necessary.

ALIGNING INFRASTRUCTURE AND GROWTH

It is clear, however, that we will need support from government if we are to achieve the step change in the amount and speed of housing and economic growth that we propose.

We started our work with a shared commitment to deliver the homes and jobs that Leicestershire needs over the period 2011-50 and our proposed strategy is set out in this Draft Plan. We wish to take full advantage of the opportunities that are presented by the Midlands Engine and Midlands Connect strategies. Our proposals will, therefore, maximise the benefits that are delivered by the infrastructure investment proposed in these documents. We value the government's stated commitment to the region.

DIGITAL CONNECTIVITY

Digital connectivity is a significant issue in parts of Leicester & Leicestershire, both rural and urban. High quality communications support remote working and provide access to on-line services. They are an essential part of the infrastructure planning process and need to be funded as such.

OUR OFFER TO GOVERNMENT

Our offer to government, in return for investment in infrastructure, is to maximise the benefits that can be achieved from commitments that are already made in the Midlands Engine and Midlands Connect strategies. We are confident that we can deliver genuinely high quality new homes and jobs, in successful communities at a faster pace than has been achieved to date. New infrastructure will enable this to happen.

Given that our growth in the period 2011-31 can be provided on existing sites or in Local Plans, we have time to align infrastructure and new growth. We propose to work with government and its executive agencies to put this into effect. We will also work with local communities and government departments to ensure that new development brings with it the local services that are needed.

NEXT STEPS

The consultation on the Strategic Growth Statement (August 2016) started the discussion about the long term future of Leicester & Leicestershire. Since that time, we have undertaken a considerable amount of work and commissioned studies to inform our analysis.

This document explains the building blocks that we have used in preparing the Plan and sets out our proposed strategy in the form of a Consultation Draft Plan. As a strategic plan, it focuses on the high level strategy that would be used to guide more detailed work in Local Plans. It identifies broad locations where development might take place and what infrastructure might be needed to support it. If this is agreed, much more detailed work would be undertaken at the local level but decisions would be made in line with the final version of the Plan

In terms of transportation, a considerable amount of work is already in progress and is summarised in the County Council's recent publication '*Prospectus for Growth*' (September 2017). This identifies a number of road and rail improvement projects on which work is already far advanced.

At this stage, we invite comments on our Draft Plan from as wide an audience as possible: local residents, businesses, developers, landowners and statutory organisations. Details of how to comment are available on our web site llstrategicgrowthplan.org.uk.

At the end of the consultation period, responses on the Draft Plan will be considered and a final version of the Plan will be prepared during 2018. The final version of the Plan will be used as a framework for preparing Local Plans. Together with the Strategic Transport Plan and Local Industrial Strategy, the Strategic Growth Plan will be used as a bidding document to secure funding for essential infrastructure and services in our area.

WE INVITE COMMENTS ON OUR DRAFT PLAN FROM AS WIDE AN AUDIENCE AS POSSIBLE: LOCAL RESIDENTS, BUSINESSES, DEVELOPERS, LANDOWNERS AND STATUTORY ORGANISATIONS. DETAILS OF HOW TO COMMENT ARE AVAILABLE ON OUR WEB SITE LLSTRATEGICGROWTHPLAN.ORG.UK

APPENDIX A

HOUSING NEEDS 2011-31 AND 2011-36

We have undertaken a study of our housing and employment economic development needs for the periods 2011-31 and 2011-36 to align with the different time periods for which Local Plans are currently being prepared. The results of this analysis are set out in Tables 1 and 2 and further detail can be found in the study. Leicester City Council has formally declared that it will be unable to meet its 'objectively assessed needs' (OAN) for housing for the period 2011-31. Oadby & Wigston Borough Council has declared that it will be unable to meet its needs for the period 2011-36. Planning guidance requires the OAN to be satisfied across the 'housing market area' (HMA) as a whole.

We have undertaken an analysis of completions, planning permissions and allocations in adopted and emerging Local Plans. We have concluded that sufficient provision has been, or will be, made in adopted or emerging Local Plans to accommodate the OAN for housing, across the HMA as a whole, for the period 2011-31. The unmet need arising in the administrative areas of Leicester City Council will, therefore, be accommodated in the remaining borough and district councils and this will be reflected in Local Plans as they progress.

Beyond, 2031, provision will be made in Local Plans in accordance with the framework set out in the final version of the Strategic Growth Statement. A Joint Statement of Co-operation was produced in January 2017 to explain how this work would be taken forward. The Joint Statement of Co-operation was updated in November 2017. A Memorandum of Understanding on housing needs will be produced in early 2018.

TABLE 1: HOUSING NEED 2011-31

| Authority | Housing Need ¹ | |
|---|-------------------------------|---------------------------|
| | Number of dwellings per annum | Total number of dwellings |
| Blaby DC | 370 | 7,400 |
| Charnwood BC | 1,031 | 20,620 |
| Harborough DC | 532 | 10,640 |
| Hinckley & Bosworth BC | 471 | 9,420 |
| Leicester City Council | 1,692 | 33,840 |
| Melton BC | 186 | 3,720 |
| North West Leicestershire DC | 481 | 9,620 |
| Oadby & Wigston BC | 148 | 2,960 |
| Total (Leicester & Leicestershire) | 4,829² | 96,580² |

TABLE 2: HOUSING NEED 2011-36

| Authority | Housing Need ¹ | |
|---|-------------------------------|----------------------------|
| | Number of dwellings per annum | Total number of dwellings |
| Blaby DC | 361 | 9,025 |
| Charnwood BC | 994 | 24,850 |
| Harborough DC | 514 | 12,850 |
| Hinckley & Bosworth BC | 454 | 11,350 |
| Leicester City Council | 1,668 | 41,700 |
| Melton BC | 170 | 4,250 |
| North West Leicestershire DC | 448 | 11,200 |
| Oadby & Wigston BC | 155 | 3,875 |
| Total (Leicester & Leicestershire) | 4,716² | 117,900² |

Notes:

1. Source: *Housing and Economic Development Needs Assessment*, GL Hearn, January 2017.

2. The totals do not match the sum of the parts due to the way in which additional provision to support economic growth in Melton BC and North West Leicestershire DC is taken into account.

EMPLOYMENT LAND NEEDS 2011-31 AND 2011-36

The study of housing and economic development needs also considered employment land needs for the periods 2011-31 and 2011-36. The results of this analysis are set out in Table 3 and further detail can be found in the study. In addition to the needs set out in Table 3, the authorities will seek to meet the need from strategic B8 uses identified in a separate study relating to logistics and distribution.

TABLE 3: EMPLOYMENT LAND NEEDS (HA) 2011-31 AND 2011-36

| | 2031-31 | | | 2011-36 | | |
|------------------------------|----------------|------------|-----------|----------------|------------|------------|
| | B1a/b | B1c/B2 | Small B8 | B1a/b | B1c/B2 | Small B8 |
| Blaby DC | 37-45 | 15 | 10 | 47-48 | 19 | 12 |
| Charnwood BC | 14-37 | 21 | 11 | 17-40 | 26 | 13 |
| Harborough DC | 14-21 | 22 | 8 | 17-24 | 28 | 9 |
| Hinckley & Bosworth BC | 11-32 | 14 | 16 | 13-34 | 17 | 20 |
| Leicester City Council | 2-6 | 36 | 15 | 3-7 | 45 | 19 |
| Melton BC | 10-18 | 21 | 14 | 10-23 | 26 | 17 |
| North West Leicestershire DC | 45-46 | 3 | 17 | 50-56 | 4 | 21 |
| Oadby & Wigston BC | 1 | 0 | 4 | 2 | 0 | 5 |
| Totals | 142-198 | 132 | 93 | 177-215 | 165 | 117 |

Notes:

The range for the Total B1a/b does not sum to the cumulative minimum and maximum range for each local authority. This is because the source of the minimum and maximum figures varies according to the outcome of the labour demands scenario and completions trends. The totals reflect the total for each scenario. Numbers may also not add up due to rounding.

Local Plans will make provision for these needs in the period 2011-36. A Memorandum of Understanding will be prepared in early 2018.

Beyond 2031, provision made in Local Plans, for both housing and economic growth, will be made in accordance with the framework established by the Strategic Growth Plan."

APPENDIX B

NOTIONAL HOUSING NEEDS AND SUPPLY 2031-50

For the purposes of the Strategic Growth Plan, we need to estimate the likely scale of growth for the period 2031-50. This needs to be identified across the housing market area as a whole. Currently, only the Melton Local Plan goes beyond 2031, and only to 2036.

The study of housing and economic development needs also gives us an indication of what needs might be for the period 2031-36.

We recognise that projecting forward beyond this date is highly problematical but we need some notional estimates of growth in order to take a longer term view. In the absence of any more authoritative data, therefore, we have chosen to extrapolate these figures forwards. The results are set out in Table 4.

It is important to note that, although these numbers cannot be regarded as being authoritative, they will be consistently monitored and reviewed, and can be adjusted as necessary.

In Table 4, we have also estimated the likely sources of housing supply. The Draft Strategic Growth Plan assumes that both Leicester City Council and Oadby

& Wigston Borough Council will be unlikely to meet their objectively assessed needs during this period. Table 4, therefore, assumes that there will be a re-distribution of housing across the housing market area. In line with the strategy set out in the Draft Plan, we propose that there should be a shift in the focus of development from small- and medium-sized sites to strategic locations.

Pending the outcome of consultation on this Draft Plan, the authorities in Leicester & Leicestershire propose that the distribution in Table 4 will be used as the basis for future Local Plans. The process by which this work will be taken forward is set out in the Joint Statement of Co-operation.

TABLE 4: NOTIONAL HOUSING NEED AND SUPPLY 2031-50

| Authority | Notional Housing Needs 2031-50 | | Delivery on Non-Strategic Sites | | Delivery on Strategic Sites | Total Delivery | |
|---|--------------------------------|---------------|---------------------------------|---------------------|-----------------------------|----------------|---------------|
| | dpa | Total | dpa | Total | Total | dpa | Total |
| Blaby DC | 361 | 6,859 | 110 | 2,060 | 15,500 | 924 | 17,560 |
| Charnwood BC | 994 | 18,886 | 470 | 8,890 | 10,000 | 994 | 18,890 |
| Harborough DC | 514 | 9,766 | 150 | 2,930 | 15,000 | 944 | 17,930 |
| Hinckley & Bosworth BC | 454 | 8,626 | 140 | 2,590 | 7,500 | 531 | 10,090 |
| Leicester City | 1,668 | 31,692 | 550 | 10,450 | 0 | 550 | 10,450 |
| Melton BC | 170 | 3,230 | 80 | 1,520 | 3,000 | 238 | 4,520 |
| North West Leicestershire DC | 448 | 8,512 | 240 | 4,520 | 4,000 | 448 | 8,520 |
| Oadby & Wigston BC | 155 | 2,945 | 60 | 1,140 | 1,500 | 139 | 2,640 |
| Total (Leicester & Leicestershire) (%) | 4,764 | 90,516 | 1,800 | 34,100 (38%) | 56,500 (62%) | 4,768 | 90,600 |

Notes:

1 Notional housing needs 2031-50 based on information contained in Housing and Economic Development Needs Assessment (January 2017).

2 Charnwood and North West Leicestershire are assumed to meet notional OAN so delivery on non-strategic sites exceeds the Strategic Growth Plan's indicative figure of 40% of notional OAN.

3 Due to the level of provision for development on strategic sites in Blaby DC, Harborough DC and Hinckley & Bosworth BC, development on non-strategic sites is limited to 30% of notional OAN.

4 Delivery on non-strategic sites rounded to the nearest '10'.

5 Delivery on strategic sites rounded to the nearest '500'.



For further details on the Strategic Growth Plan please visit our web site:

llstrategicgrowthplan.org.uk

or contact any of the partner organisations listed on the inside cover.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 14 NOVEMBER 2017

| | |
|---|---|
| Title of report | LEICESTER & LEICESTERSHIRE AUTHORITIES' JOINT STATEMENT OF CO-OPERATION RELATING TO OBJECTIVELY ASSESSED NEED FOR HOUSING |
| Key Decision | a) Financial No b) Community Yes |
| Contacts | Councillor Trevor Pendleton 01509 569746 trevor.pendleton@nwleicestershire.gov.uk Strategic Director of Place 01530 454555 tony.galloway@nwleicestershire.gov.uk Head of Planning and Regeneration 01530 454782 jim.newton@nwleicestershire.gov.uk |
| Purpose of report | To endorse the Joint Statement |
| Reason for decision | To comply with the Duty to Cooperate |
| Council priorities | Homes and Communities |
| Implications: Financial/Staff Link to relevant CAT Risk Management Equalities Impact Screening Human Rights Transformational Government | None Not applicable Not applicable Not applicable Not applicable Not applicable |
| Comments of Head of Paid Service | Report is satisfactory |

| | |
|--|---|
| Comments of Deputy Section 151 Officer | Report is satisfactory |
| Comments of Deputy Monitoring Officer | Report is satisfactory |
| Consultees | None |
| Background papers | 2016 joint statement on cooperation |
| Recommendations | IT IS RECOMMENDED THAT THE LEICESTER & LEICESTERSHIRE AUTHORITIES' JOINT STATEMENT OF CO-OPERATION RELATING TO OBJECTIVELY ASSESSED NEED FOR HOUSING BE ENDORSED |

1.0 CONTEXT

- 1.1 The Leicester & Leicestershire local planning authorities have a long history of working together on development plan making. This joint working extends to addressing the Duty to Cooperate, as enshrined in the Localism Act 2011.
- 1.2 To assist the North West Leicestershire Local Plan, the Leicester & Leicestershire authorities each signed a Joint Statement of Cooperation, which confirmed that we were each content for the Council to Submit its local plan to the Secretary of State.

2.0 THE UPDATED JOINT STATEMENT

- 2.1 Melton Borough Council Submitted its local plan on 4th October 2017, and has sought similar agreement from the Leicester & Leicestershire authorities. A working group was formed, and reached agreement about the content of an updated Joint Statement of Cooperation Relating to Objectively Assessed Need for Housing, which appears at **Appendix 1** to this report.
- 2.2 That statement sets out the total housing targets for each of the authorities between 2011 and 2031, and between 2011 and 2036, and says that each of the authorities (other than Leicester City) will meet their own housing needs. The statement confirms that Leicester City has formally declared unmet housing needs. It also sets out that the total housing needs for the whole of the city and county can be accommodated. It stops short of re-allocating the declared unmet housing needs. Oadby & Wigston declared an unmet housing need in January 2016, however it withdrew that declaration on 24th October 2017, and now says it can meet its housing needs to 2031.

3.0 THE PROCESS SO FAR

- 3.1 At the conclusion of the working group meetings, the Leicester & Leicestershire Strategic Planning Group, comprising Chief Executives / Chief Planners of each of the Councils, as well as the Local Enterprise Partnership, endorsed the Joint Statement at its meeting which was held on 24th October 2017.

- 3.2 The Leicester & Leicestershire Members' Advisory Group, which comprises Leaders / Portfolio Holders, endorsed the Joint Statement at its meeting which was held on 6th November 2017.
- 3.3 Each of the individual authorities are now formally considering the Joint Statement via their own individual governance processes. This report seeks North West Leicestershire District Council's formal endorsement of the Joint Statement.

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Leicester & Leicestershire Authorities

Joint Statement of Co-operation Relating to Objectively Assessed Need for Housing

November 2017

1.0 The Leicester and Leicestershire HMA

1.1 The Leicester and Leicestershire Housing Market Area (HMA) covers the administrative areas of eight local authorities and two highway authorities. The eight local planning authorities are:

- Blaby District Council
- Charnwood Borough Council
- Harborough District Council
- Hinckley & Bosworth Borough Council
- Leicester City Council
- Melton Borough Council
- North West Leicestershire District Council
- Oadby & Wigston Borough Council

1.2 The two highways authorities are:

- Leicester City Council
- Leicestershire County Council

1.3 The purpose of this Joint Statement of Co-operation (the 'Joint Statement') is to support those authorities which are seeking to produce a Local Plan in advance of the Strategic Growth Plan (SGP), and to set out how the local authorities will collaborate further to ensure that the necessary joint evidence is in place to support subsequent Local Plans. The document has been received by the Members' Advisory Group overseeing the preparation of the Strategic Growth Plan and will proceed through the normal governance procedures of individual authorities as necessary.

2.0 Background

Duty to Cooperate

2.1 The Joint Statement is intended to provide evidence of effective co-operation on planning for issues with cross-boundary impacts. A Housing and Economic Development Needs Assessment (HEDNA) has been completed, the purpose of which is to identify the Objectively Assessed Need (OAN) for housing and employment for the HMA and Functional Economic Market Area (FEMA) in the periods 2011-2031 and 2011-2036. In the case of Leicester & Leicestershire, the HMA and FEMA are coincident. The HEDNA was commissioned jointly by the nine local authorities together with the Leicester & Leicestershire Enterprise Partnership (LLEP).

Objectively Assessed Need for Housing

- 2.2 The National Planning Policy Framework (NPPF) requires local planning authorities to ensure that their Local Plans meet the full OAN for market and affordable housing in the HMA as far as is consistent with the policies set out in the NPPF (paragraph 47).
- 2.3 To enable an understanding of capacity to accommodate additional housing, the NPPF further requires local planning authorities to prepare a Strategic Housing Land Availability Assessment (SHLAA) to establish realistic assumptions about availability, suitability and likely economic viability of land to meet the identified need for housing over the plan period (paragraph 159). In Leicester & Leicestershire, the SHLAAs have been prepared using an agreed methodology across the HMA as a whole.
- 2.4 Table 1 has been prepared using the outputs of the joint HEDNA and SHLAAs. It provides a summary of the agreed OAN for housing, and the theoretical capacity of both the HMA and each local authority; the theoretical capacity has been derived from an understanding of existing commitments and SHLAA information. The partner authorities agree that the OAN for the HMA (and each local authority) is that set out in the table.
- 2.5 The HEDNA explains that the OAN is set at the level of the HMA although the OAN for each local authority is also identified; the OAN for each individual authority is considered to be secondary to that of the HMA as a whole. Table 1 indicates that the OAN for the HMA as a whole, based on demographic analysis, is some 96,580 dwellings for the period 2011-31 (4,829 dpa). For the period, 2011-2036, the figure is some 117,900 dwellings (4,716 dpa).
- 2.6 A similar analysis has been undertaken of the need for housing based on the economic development needs of the area; in this case, it has been concluded that the need for new housing, based on economic development needs across the FEMA, is lower than the demographic need. On that basis, there is no need for adjustment of this figure at the level of the HMA/FEMA although there is some misalignment at the level of individual authorities. As a result, there may be an alternative distribution of housing to meet economic needs whilst still ensuring that the demographic need of 4,829 or 4,716 dpa is met across the HMA/FEMA as a whole in line with paragraph 47 of the NPPF.
- 2.7 In terms of the housing capacity, Table 1 also indicates that there is a theoretical capacity for some 207,069 dwellings across the HMA as a whole. When this is set against the OAN of 96,580 (2011-31) and 117,900 (2011-36) dwellings, it is clear that there is considerable flexibility to meet the defined housing need across the HMA.
- 2.8 It is recognised that the ability of each local authority to meet its own OAN will vary. Table 1 demonstrates that, theoretically, and with the exception of Leicester City Council, all authorities are able to accommodate their own needs in the period 2011-36. In the period 2011-36, neither Leicester City Council nor Oadby & Wigston Borough Council will be able to meet their needs. It is important to note, however, that further testing will be required by the respective authorities through their Local Plan processes. Should an HMA authority identify, quantify and provide robust

evidence to demonstrate an unmet need in the future, it will be incumbent upon the HMA authorities jointly to resolve any cross-boundary matters with HMA partners under the Duty to Co-operate.

- 2.9 Following publication of the HEDNA, both Leicester City Council and Oadby & Wigston Borough Council declared that they would not be able to accommodate their full objectively assessed needs (OAN) for housing within their own boundaries. Letters were sent out by Leicester City Council in February 2017 and by Oadby & Wigston Borough Council in March 2017, to all other authorities within the Leicester & Leicestershire Housing Market Area, setting out the position and their formal declarations of unmet housing need. Since that time, and based on evidence, Oadby & Wigston Borough Council has determined that it will be able to accommodate its needs in the period 2011-2031 but not in respect of the period 2011-36. Oadby & Wigston Borough Council issued a further letter in November 2017 confirming its position. Both Leicester City Council and Oadby & Wigston Borough Council are yet to formally and finally evidence the extent of their unmet need, however it is necessary to include provision to accommodate unmet need arising from these two Council areas, for the relevant periods, within the HMA as a whole; this may include an element of a flexibility allowance in local plans currently in preparation, should the need arise.
- 2.10 In terms of determining housing targets to be included in their Local Plans, local planning authorities should take account of the requirements of both national policy and local circumstances, including the need to base Local Plans on a strategy that seeks to meet the OAN for housing. In this regard, it is recognised that all authorities are at different stages of plan preparation and that this situation must be accommodated. In determining their housing target over the relevant plan period, therefore, each authority will take into account the HEDNA and other relevant evidence.
- 2.11 In addition, the nine local authorities and the LLEP have jointly agreed to produce a Strategic Growth Plan, a non-statutory strategic plan looking forward to around 2050. As part of their work on the Strategic Growth Plan, the partner organisations may choose to redistribute development across the HMA as appropriate but the process of preparing the Strategic Growth Plan is not anticipated to be complete until the end of 2018 and will not, therefore, be available for all authorities to use prior to preparing their Local Plans. At the same time, Government has made it clear that it wants Local Plans for individual authorities to be in place without delay; and where no Local Plan has been produced, Government may choose to intervene in the process. As a result, the partner organisations understand that some authorities might wish to progress their Local Plans in advance of the Strategic Growth Plan.
- 2.12 The Written Ministerial Statement by the Minister for Housing and Local Government (21 July 2015) re-emphasises that Local Authorities cannot plan in isolation and must work together to provide the land for the housing needed across HMAs. It states: *“As we have made clear in planning guidance a commitment to an early review of a Local Plan may be appropriate as a way of ensuring that a Local Plan is not unnecessarily delayed by seeking to resolve matters which are not critical to the plans soundness or legal competence as a whole”*. It also refers to a note prepared by the Planning

Advisory Service which local authorities should consider; this sets out circumstances in which Local Plans have been found sound, subject to a commitment to an early review.

- 2.13 Taking this into account, the HMA authorities reached agreement in summer 2016 on appropriate trigger mechanisms that would be inserted into all Local Plans coming forward before the Strategic Growth Plan. In this respect the partner authorities agree that should the Strategic Growth Plan identify a significant change which would require local authorities to re-consider the amount of housing and employment land, an early review or partial review of affected Plan(s) will be brought forward to address this matter, unless there is sufficient flexibility already provided for within the Plan. Such flexibility may, for example, be secured by a Local Plan that specifies a requirement which materially exceeds the FOAN identified by the HEDNA. The agreement is based on the principle that the trigger mechanisms would be applied on a consistent basis across the HMA, ensuring that all Local Plans submitted in advance of the Strategic Growth Plan contain the necessary flexibility to respond to any significant change that might arise.

Table 1: OAN as defined in HEDNA (January 2017) and Theoretical Capacity based on assumptions set out in notes.

| | OAN* ¹ (2011- 2031) | OAN* ¹ (2011 - 2036) | Theoretical Total Capacity* ² |
|-----------------------------------|--------------------------------------|---------------------------------------|--|
| Blaby | 7,400 | 9,025 | 24,096* ³ |
| Charnwood | 20,620 | 24,850 | 34,756* ³ |
| Harborough | 10,640 | 12,850 | 30,578* ³ |
| Hinckley & Bosworth | 9,420 | 11,350 | 25,498* ³ |
| Leicester City | 33,840 | 41,700 | 26,230* ³ |
| Melton | 3,720 | 4,250 | 36,650* ³ |
| Northwest Leics | 9,620 | 11,200 | 26,301* ³ |
| Oadby & Wigston | 2,960 | 3,875 | 2,960* ³ |
| HMA Total*⁴ | 96,580 | 117,900 | 207,069*³ |

*¹ The OAN is set out in the agreed HEDNA (January 2017)

*² This figure is based on information on completions, commitments, windfalls (in some authorities) and SHLAAs as at 1st April 2016.

*³ The final figure will be determined by each authority through the Local Plans process.

*⁴ The Total received OAN for the HMA is lower than the sum of the OAN for individual authorities because the OAN for Melton BC and North West Leicestershire DC has been increased in the HEDNA to meet economic needs locally.

Note:

It should be noted that nothing in this statement should be taken to prejudice any representations made by individual authorities on any partner Local Plan.

Signed by:

| | |
|--|--|
| | OBO Blaby District Council |
| | OBO Charnwood Borough Council |
| | OBO Harborough District Council |
| | OBO Hinckley & Bosworth Borough Council |
| | OBO Leicester City Council |
| | OBO Leicestershire County Council |
| | OBO Melton Borough Council |
| | OBO North West Leicestershire District Council |
| | OBO Oadby & Wigston Borough Council |

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 14 NOVEMBER 2017

| | |
|--|---|
| Title of Report | DIGITAL TRANSFORMATION PROGRAMME |
| Contacts | <p>Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Director of Housing 01530 454819 glyn.iones@nwleicestershire.gov.uk</p> <p>Interim Head of Transformation 01530 454520 anita.onwuchekwa@nwleicestershire.gov.uk</p> |
| Purpose of Report | 1. To provide Members with details of the Council's Digital Transformation Programme. |
| Reason for Decision | <p>1. To ensure Members are aware of the programme's details, progress, timescales and costs.</p> <p>2. To obtain support from Members for the programme and its objectives.</p> |
| Council Priorities | Value for Money Building Confidence in Coalville |
| Implications: | |
| Financial/Staff | As detailed in the report |
| Link to relevant CAT | No direct link |
| Risk Management | As detailed in the report |
| Equalities Impact Screening | N/A |
| Human Rights | N/A |
| Transformational Government | Complies with the three key areas of the strategy – citizen and taxpayer benefits; the efficiency of corporate services and internal infrastructure; and the effective use of technology. |
| Comments of Head of Paid Service | The report is satisfactory |
| Comments of Deputy Section 151 Officer | The report is satisfactory |

| | |
|--------------------------------|--|
| Comments of Monitoring Officer | The report is satisfactory |
| Consultees | None |
| Background Papers | None |
| Recommendations | <p>THAT CABINET:</p> <ol style="list-style-type: none"> 1. APPROVES THE AIMS AND PROCESS OF THE DIGITAL TRANSFORMATION PROGRAMME. 2. APPROVES THE ALLOCATED FUNDS OF £197K FROM RESERVES TO ENSURE DELIVERY OF THE INITIAL PHASE OF THE PROGRAMME. 3. NOTES THAT FURTHER UPDATES WILL BE BROUGHT TO CABINET AS THE PROGRAMME PROGRESSES. 4. NOTES THAT ADDITIONAL FUNDS WILL BE REQUIRED TO ENSURE THAT THE COUNCIL IS FULLY DIGITISED AS FAR AS IS PRACTICABLE, TO ENSURE IT KEEPS UP WITH CUSTOMER TRENDS AND EXPECTATIONS IN BEING A FLEXIBLE, EFFICIENT, EFFECTIVE AND MODERN ORGANISATION, AND REPORTS WILL BE BROUGHT TO CABINET AS REQUIRED FOR FUTURE PHASES. |

1. BACKGROUND

- 1.1 The Council is committed to modernising the way it operates as reflected in the Customer First Programme that is being developed. The Customer First Programme will set out a vision for putting customers at the heart of everything we do and will be presented to Members later this year. The Programme will include cultural change, a focus on performance improvements in the delivery of customer services, and ensuring all customer service locations are welcoming and accessible to residents. We aim to have a 'One Council' culture, and invest in our staff to develop a more flexible, adaptable and empowered workforce. One aspect of modernisation is to take full advantage of contemporary technology through the development of digital services.
- 1.2 The use of digital services is now an engrained way of everyday life. From requesting doctors' appointments, undertaking bank transactions, buying goods and services and booking holidays, digital services offer wider choice, customer convenience, corporate flexibility and significantly reduced costs via automated processes and minimal manual interventions. Until fairly recently Local Government was far behind most industries but this has changed significantly in recent years and councils including NWLDC cannot afford to ignore customer trends and expectations.
- 1.3 Customer expectations continue to grow regarding digital capabilities and a number of local authorities have begun to develop AI (artificial intelligence) and other intuitive capabilities. As more public authorities and private companies adopt this as part of their standard framework for interacting with customers, the more customers will see this as the norm and its absence will impact unfavourably on the Council's reputation and how it is seen by residents, businesses, partners and potential investors.
- 1.4 The Council's existing 'online' processes currently require a high degree of intervention. A typical process is that customers fill out a form online but the information is emailed to an inbox, downloaded and re-keyed into different systems. Sometimes this information is sent to another processor and this is re-keyed in. In some instances, such as to pay for services, the customer

is subsequently phoned up to make the payment after filling in the online form. This approach results in customers being frustrated with the different channels imposed on them, the time restrictions on completing transactions (due to opening hours) and the time it takes to get the transaction completed due to waiting for the phone call or having to travel to the council building. It is also an inefficient system from the Council's perspective.

1.5 The aims of the digital transformation programme are to completely transform the way we interact with customers by modernising our approach to customer service delivery, improve and quicken processes and generate efficiency savings that can be reinvested into frontline services. Key benefits include:

- a) Customers can choose when they interact with us. They are not constrained by our opening hours.
- b) Automated, integrated processes mean that responses can be immediate where possible such as booking a bulky waste uplift and having a choice of dates automatically made available so that the customer can complete the transaction even outside Council opening hours.
- c) Relevant information can be requested and processed at once without the need for the customer to be contacted for further information.
- d) Having integrated systems means that information can be directed correctly to various repositories and processed with accuracy without the need to re-key it again and again into multiple systems.
- e) Processing times are substantially quicker as customers do not need to wait in a telephone queue or wait for an advisor to call them back with a date or for payment. This is illustrated in the examples below which show the current processes and those for the same services after transformation.

| | | | | | | | |
|---------------------------------|---------------------|---|---|---|---|---|---|
| Missed Bin Collection | PRE TRANSFORMATION | Call Customer Services (CS) | CS check collection round progress | CS check property logs | CS enter details on Whitespace , if no logs. NFA if log found | Back office double check missed report | If acceptable report sent to crew to be collected |
| | POST TRANSFORMATION | Customer fills in form, which checks logs and progress | Back office send job to refuse vehicle iPad to be collected | Crew collect missed bin | | | |
| Bulky Collection Request | PRE TRANSFORMATION | Call Customer Services (CS) | CS enter details on Whitespace | Check Academy system for benefits or Payments to take payment | Check for next available slot and raise job | Back office send to crew for collection | Crew to pick up |
| | POST TRANSFORMATION | Customer fills in form, which either checks for benefits ref. or takes a payment and books a slot | Back office send to crew for collection | Crew to pick up | | | |

f) The significant savings realised can be reinvested into frontline services. The Society of IT Managers (SOCITM) compared the average costs of customer interactions as follows:

- Face to face interactions - £8.62
- Telephone interactions - £2.83
- Digital (online) interactions - £0.15

This means that 1,000 customer queries, requests or transactions in a month would cost approximately £8,620 for face to face meetings, £2,830 for telephone conversations and £150 to do it online.

- g) Customer Service Advisors can be freed up to concentrate on helping the more vulnerable customers or on very complex issues that need a significant amount of time.
 - h) Field officers can process customer information in real time and without having to travel back to the office.
 - i) Customer information can be managed and collected more effectively and can be used to improve the provision of services and the targeting of relevant information.
 - j) The capturing of information to improve business services and processes and inform policy decisions is greatly enhanced.
- 1.6 In August this year, the Council engaged Firmstep to work with it to review, design, build and integrate various processes in Waste and Environmental Services so that customers would have the option of a complete online offering, whereby they could report issues such as graffiti, a missed bin collection or dog fouling at their own convenience, order and pay for a bulky uplift or apply for a licence. All this would be processed more quickly yet at a much lower cost to the Council.

2. FIRMSTEP

- 2.1 Firmstep is a software company that has developed interactive electronic forms, branded as Achieve Forms and provides a cloud-based Customer Experience Platform and web-based portal, which creates a single, centralised interface through which all customer interactions, online and offline, can be managed. In addition to other organisations, it provides its services to over 150 councils UK wide, which accounts for 36% of the local government market. It provides forms training, onsite consultancy services, project management capacity, formal (helpdesk) and informal support and advice: and very importantly, considerable insight and information on what other councils are doing and have done, and who to contact for additional support or detailed information.
- 2.2 The Council initially engaged Firmstep in 2012/13 with a view to use its platform, at which point it procured software including e-forms and licences. However, it was decided at the time to use another company to implement the system and this mixed approach resulted in very limited development and use of the platform. This has resulted in NWLDC lagging behind in terms of providing modern, value adding customer services and this needs to change.

3. THE JOURNEY SO FAR

- 3.1 An internal team has been formed, led by the Interim Head of Transformation and consisting of the ICT Manager and seconded officers from Leisure Services, Business Improvement and Customer Services. This core team is working alongside Firmstep to ensure the programme is delivered. As mentioned in paragraph 1.5, the two initial areas to be digitised are Environmental Services and Waste Services. Several in depth sessions have taken place to map out current services, review what could be done differently as informed by best practice, utilising the team managers' knowledge of the industry and what the trend of customer complaints and comments indicates. Scoping exercises collated outcomes from the sessions and these scoping documents are the roadmaps for the forms and integrations to be built, the systems to be tested and the final products to be launched. The latter will be tied into the launch of the Council's new website, which is being developed.
- 3.2 The two areas were chosen due to the volume of customers. Housing Services was initially considered but has been deferred until its new ICT system has been procured. Revenues and Benefits is also an area that has a very high volume of customer interactions and would provide significant benefits if a fully functioning and integrated online process could be established. The Revenues and Benefits Partnership is currently developing a similar system aimed at achieving these objectives and the Transformation team is working closely with the Partnership to ensure

NWLDC's customers fully benefit from the proposals by being involved in the testing and ensuring maximum integration between the two systems.

4 NEXT STEPS

- 4.1 The team aims to complete digitisation within the two service areas by the end of December this year. Challenges have arisen due to the volume of investigations, re-mapping and re-designing that needs to take place so it is possible that completion might take place early in the new year. One example of this is that the Council does not have an online payment mechanism set up for most areas and discussions will need to take place with its existing systems provider. Nonetheless, it is imperative that this development stage is not rushed so that the Council delivers a resilient solution which delivers the intended benefits. Once the build and testing programme has been finalised by Firmstep a definite timeline will become clear.
- 4.2 A robust communication (marketing) strategy is critical to the success of the programme as customers must know what is on offer and how it benefits them both directly and indirectly. A communication strategy is being devised and will consist of advertising using various media (radio, moving vehicles, daily face to face interactions etc.), bolstered by competitions to generate awareness and act as an incentive.
- 4.3 Internal sessions and general updates will continue to be held with / provided to, officers and a Member workshop will be scheduled to take place by the end of the year. Focus group sessions with members of the public are also being arranged and this will tie in with the new website (paragraph 3.1 refers).
- 4.4 Collaborative relationships are being developed with other councils (such as with Corby BC and Leicestershire County Council) to share ideas, developments and best practice. Collaboration with Corby has resulted in the free transfer of processes worth around £25k. Also, the team is seeking to form a regional users group in addition to the online users forum set up by Firmstep. This regional group would facilitate the sharing of best practice, skills, knowledge and achievements, which should significantly reduce development and build costs for the benefit of all member organisations.

5 FINANCIAL INFORMATION

- 5.1 The contract value with Firmstep for this phase of the programme is £97k and Cabinet is asked to note and approve this contract. Internal costs, which include staff back-fills, training and integrations are estimated at £90k. It is proposed to meet these costs from currently unallocated earmarked reserves. It is also proposed to set aside up to £10k to fund the marketing and awareness strategy detailed in paragraph 3.2, also to be met from unallocated earmarked reserves.
- 5.2 It should be noted that further funding will be required to digitise the remaining services across the Council and this will form phase 2 of the programme, with further details being presented to Cabinet along with costs and savings projections.
- 5.3 Councils that are further ahead than NWLDC continue to publish achieved or estimated savings from different aspects of their digital transformation programmes. These are being scrutinised and will help inform the project team on the nature and magnitude of the future financial benefits digital transformation can bring to the Council .

6 RISKS

- 6.1 There is a risk that the programme or its momentum could stall due to a loss of officer capacity and / or skills. The Interim Head of Transformation and other officers currently seconded to the project are in place until the end of December, with the option existing to extend the latter arrangements. It is critical to have a core team that can drive the programme across the authority. Councils that have achieved successful transformation in customer services have had dedicated officers ensuring that the programme is developed, delivered and refreshed as required. The digital transformation programme is one element of a wider Council Customer First programme which will form part of the new senior management structure proposals which will be presented to Members at full council in January. These proposals will ensure sufficient resources are identified to progress work in this area.

- 6.2 There is a risk that this phase of the programme could overrun. However as stated earlier it is critical that the development stage is executed properly in order to achieve the considerable future gains. A lot of information, knowledge and expertise currently being acquired will ensure that subsequent phases are easier and quicker to get through. Implementation of the programme will also follow project management principles (including agreed timelines, resource planning and milestones) which will further mitigate this risk.
- 6.3 There is a risk that there will be inadequate take up by customers. If this is the case, the considerable gains envisaged will fail to materialise. This is being mitigated by the communications and marketing strategy detailed in paragraph 3.2 above.
- 6.4 There is a risk that the new system(s) could fail thereby putting customers off and damaging the council's reputation. This will be mitigated by robust testing both by Firmstep and the core team and using soft launches.
- 6.5 With the increased flow of online information, there is an increased risk of cybercrime. This will be mitigated by having a rigorous approach to cybersecurity as evidenced by our existing accreditation and ensuring inbuilt safeguards are robustly maintained.
- 6.6 New skill-sets, ideologies and protocols will need to be developed to ensure this transformation is fully embedded and sustainable. There is a risk that there is no accompanying cultural change within the council. This is being mitigated by working closely with managers and officers to redesign services and build the processes. It should be further mitigated through the organisational development strategy and delivery of the Customer First Programme..
- 6.7 There is a risk that NWLDC only utilises a portion of the Customer Experience Platform. This has a high credence factor but the detriment is exponential. The current mitigation is the embedded team ethos and extensive research and collaboration with other authorities, which has highlighted the full range of potential benefits. Having a dedicated team of officers delivering the digital transformation council-wide provides future mitigation to this risk as outlined in 6.1 above.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 14 NOVEMBER 2017

| | |
|----------------------|---|
| Report Title | 2017/18 QUARTER 2 PERFORMANCE MANAGEMENT REPORT |
| Key Decision | a) Financial - No b) Community - No |
| Contacts | Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk Chief Executive 01530 454500 bev.smith@nwleicestershire.gov.uk Interim Strategic Director of Place 01530 454555 tony.galloway@nwleicestershire.gov.uk Director of Housing 01530 454819 glyn.jones@nwleicestershire.gov.uk |
| Purpose of report | The report provides members of the Cabinet with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for quarter 2 (Q2) (July-Sept). |
| Reason for Decision | The report is provided for members to effectively monitor the organisation's performance. |
| Council Priorities | The report addresses performance against each of the Council's five priorities for 2017/18. |
| Implications | |
| Financial/Staff | The report contains summary performance data on staff management & financial information. |
| Link to relevant CAT | The report links to the work of all Corporate Action Teams. |
| Risk Management | Risk management is applicable to all areas of the Council's statutory duties and service provision. Any relevant risks relating to actions set out in the Council Delivery Plan are managed through the Corporate Risk Register. |
| Human Rights | No direct implications. |

| | |
|--|---|
| Transformational Government | No direct implications |
| Comments of Head of Paid Service | The report is satisfactory. |
| Comments of Deputy Section 151 Officer | The report is satisfactory. |
| Comments of Monitoring Officer | The report is satisfactory. |
| Consultees | Corporate Leadership Team |
| Background papers | Council Delivery Plan 2017 - 2020 |
| Recommendations | THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 2 PERFORMANCE REPORT (JULY – SEPT 2017). |

PERFORMANCE SUMMARY FOR QUARTER 2

1 Introduction

This report sets out the performance and progress against the Council Delivery Plan priority actions, performance indicators, finance and sickness absence management.

A high level exception report of the Council's performance for Q2 is included in Appendix 1.

2.1 Value for Money

The work has been completed on the financial assessment and site investigation for the proposed new Leisure facility. Details of the financial considerations were presented to cabinet on the 1st of November and will be considered at the full council meeting of the 21st November 2017.

A register of all the assets that the council owns has been compiled and will be used to help make decisions on how best to use these assets, including income generation and asset disposal, to achieve the council's priorities. Whilst progress has been made there is a need to develop a costed planned preventative maintenance programme for the councils assets and that the ongoing and future liabilities are fully considered as part of the budget setting process. In addition there will be an Asset Management Strategy developed to inform future decisions with respect to ongoing liabilities and investments.

During quarters 1 and 2 officers have been working to develop a Customer First Strategy which aims to put customers at the heart of everything we do, this strategy will be presented to members over the next few months. Staff workshops have been held across the organisation looking at our current service delivery and identifying a

number of workstreams that would enhance and improve the service to our customers. Whilst it is important to develop the overarching strategy, there was a need to address some immediate improvements through a series of 'quick wins' which have involved a review of performance within the customer service team, improving the equipment the team uses which has enhanced the quality of the calls, implementing wifi for customers visiting the council offices, provision of children's play equipment within the reception, and closer analysis of call volumes and staffing levels. This has seen an improvement in the % of calls answered by 16.1% compared to the same period in 2016. There are still a number of improvements in service required as the target for answering calls is 80% and our target achieved is 74.4%. There has also been an improvement in call wait times with the average being 2 minutes 27 seconds which is a reduction of 1 minute 19 seconds on the same period in 2016/2017.

There continues to be some challenges over staffing numbers and call volumes within customer services and it is important for members to review the wider Customer First Strategy to fully appreciate and understand the number of initiatives that will be required to deliver the level of customer service that the council is striving for.

The ICT infrastructure has been strengthened so that the council's platforms are robust and secure. Completion of the roll-out of new desktop equipment is in progress so that staff and councillors are able to work flexibly and securely from any location.

A fresh design to the Ethical Indicators report for Audit and Governance has been completed and this now gives members more information about the corporate complaints received and how they are handled in terms of timeliness to respond as well as setting out what learning has been recognised and implemented as a result of those complaints. The report also contains more information about Freedom of Information requests and provides trends analysis information.

Part of the work around improving the Information Management processes of the organisation is now focused on the General Data Protection Regulation (GDPR) and the Business Improvement Team has been implementing changes within the organisation to ensure that compliance will be achieved. A GDPR Action Plan has been drawn up during Q2 and this will be approved through CLT on 14 November 2017.

A review of the Housing Repairs Service has been carried out and an external independent advisor has been appointed to negotiate and implement a new Modern Workforce Agreement for the repairs workforce. This is all on target to be completed by the end of Q3.

2.2 Homes and Communities

Proposed modifications for the Local Plan were published on 12 June 2017 and the council's response was subsequently sent to the Inspector. The Inspector considered these modifications, and the representations received, and issued his final report into the local plan on 12th October. It is intended that full Council will formally adopt the new local plan on 21st November. This will give the plan full 'weight', meaning it can be used to determine planning applications in the District. Coupled with a very strong five year supply of housing land, this gives the Council control over new development. A gypsy, traveler and travelling showpeople's needs assessment has been completed, and a draft development plan document to meet

those needs is due to be considered by full Council on 21st November. It is intended that this will be subject to a full public consultation.

An action plan has been developed to support tenants when transitioning to Universal Credit and this was approved by the Welfare Reform Corporate Action Team.

Forward planning & providing flexibility in S106 agreements to enable the delivery timescales to be lengthened has helped to maintain policy compliant affordable housing delivery on site, with the Registered Providers now in a position to offer on those properties.

The number of new private sector planning applications triggering an affordable housing requirement has fallen slightly with the majority of new consultations relating to redraws of approved layouts.

First gifted units received and let. Preparations underway for second site. Handover procedure being developed for future units.

In supporting Syrian families to resettle, the Strategic Housing Team has identified 2 Registered Social Landlord units for the November arrivals.

2.3 Building Confidence in Coalville

Cabinet received a report describing progress on the Coalville Project on 17 October 2017, providing highlights of activities and progress during summer 2017. In summary:

- The frontage grants schemes are progressing well, with £226,000 out of £350,000 committed on phase 1 (Hotel Street and High Street) and the first grant approved for phase 2 (Belvoir Road).
- Works on the frontage of the Emporium are completed and the new Bar X is now open to the public. Work on redevelopment of the former bus depot has stalled, but council officers and Members are in discussion with the owner about the future of the site.
- A strong marketing campaign has enabled the Market Hall to attract seven new tenants since April 2017. Officers are considering condition surveys in support of discussions with Members about the potential need for future capital investment in this building.
- Work continues to progress relating to potential sale of the Council's land off Cropston Drive, including consultation with local people.
- Coalville's town centre business are taking advantage of the offer of grants and business support as part of the Council's Enterprising Town Centre scheme.
- A new concept for the public realm in Marlborough Square has been developed, in consultation with Members and business / property owners, following allocation of a total of £1.1m in June 2017.
- Leicestershire County Council submitted a planning application for development of the Snibston site in September 2017. It is currently expected that works to make improvements to Ashby Road, Oliver's Crossing and the cycleway from Snibston to Jackson Street will be undertaken during the 2017/18 financial year.
- Cultural, heritage and community engagement projects have continued to deliver new activities and events for local people and visitors to Coalville.
- Member and officers have continued to welcome discussion with property owners, potential developers and inward investors including the Grieves site, the former bakery and the former Rex Cinema.

2.4 Business and Jobs

The Business Focus team achieved successes as follows:

- User surveys of users of Marlborough Square, in support of the council's engagement with Members, business and property owners regarding a new concept for the public realm.
- Creation of a town trail in support of Coalville by the Sea in August 2017.
- Support to the assessment for the Purple Flag award in Ashby.
- Nine Enterprising Town Centre grants were approved and four business support workshops held for town centre businesses (a total of 63 businesses from Ashby, Coalville, Market Hall and Castle Donington learned new techniques for improving the performance of their business).
- Visits continued to Enterprising North West Leicestershire grant recipients in order to monitor the progress and success of their projects
- Plans agreed for NWLDC support to Leicester business Festival events during October 2017.
- Promotion of public HS2 engagement events.
- 61 enquiries from businesses were resolved or passed on to appropriate partners such as the LLEP and the Business Gateway.
- NWLDC support to the LLEP's Heathrow Hub bid and bespoke offers developed for other potential inward investment opportunities at Segro's Logistics Park (SRFI).
- Ongoing support to many component projects contributing to the regeneration of Coalville.
- Preparation for future CLT / Cabinet decisions related to town centre wifi and footfall counting, future editions of economic profile reports (demographics and town centres) and development of a business engagement plan.

Following the 'call for sites' exercise in July and August, officers are now assessing the employment sites received and identifying any potential additional sites for inclusion in the final Employment Land Availability Assessment report. The project is still on track for completion in Q3.

2.5 Green Footprints

The Home Energy Conservation Act (HECA) document for the district council has been completed and has been published on the website with the actions we will be completing over the next 2 years. NWLDC will continue to work with the County and other districts to progress the green agenda, we are currently scoping the opportunities for Electric Car charging points and the possibility of central government funding for network heating systems.

The Green Shoots grant is a great success this year with the purchase of 68,000 bulbs to be planted in the district. The free tree scheme has exceeded expectations again this year, currently there are 16,000 trees on order and they will be delivered in Q3.

Three recycling roadshows were held in Recycling week in September to promote the 'recycle more things more often' message. 250 residents were spoken with and over 100 new recycling containers were issued as a result.

3 Financial management update

At the end of the second quarter of the financial year the General Fund, Special

Expenses and Housing Revenue Account budgets are being managed effectively and there are early projections of additional income.

The General Fund forecast surplus outturn (as represented by the contribution to General Fund Balance) is £1.196m compared to a budget of £934k. Forecast income in respect of Business Rates has increased by £534k. This has been offset by a number of adverse movements during quarter 2, which include: an increase in the net deficit of the Leisure centres (£43k); an increase in public protection planning enforcement advice (£18k); an increase in waste services staffing costs (£55k); overspends on salary costs with planning policy (£22k) and public protection (£14k); and a forecast reduction in CCTV income (£12k).

Coalville Special Expenses forecast outturn has reduced from £493k to £486k expenditure as a result in increased burial fee income.

The Housing Revenue Account is forecast to deliver a surplus of £257k compared to a budgeted surplus of £142k, largely as a result of an increase in rental income due to empty homes performance achieving an average of 1% compared to the budgeted 1.5% (£88k).

4 Sickness absence management update

In Q2 (2017/18) there were 1.99 days lost (per FTE) due to sickness. This is comparable to Q1(1.98 days lost per FTE) and the council remains on track to be within the target of 8.5 days/FTE for the year.

As previously reported, a number of Long Term Sick employees have been managed to a situation where they have left the employment of the Council through resignation, ill health retirement or contract termination. As a result, the percentage share of long term sickness cases in the overall sickness figures has reduced by approximately 10% against Q1. In comparison to Q2 2016/17, there is a reduction of 265 days lost to long term sickness.

Musculoskeletal absences accounted for 38% of all sickness, however out of a total of 31 employees, who took time off work for this reason, all except one have returned to work.




Senior HR advisors are working pro-actively with managers and Occupational Health in managing sickness cases.

5 Priority Dashboards - Appendix 1






Appendix 1 sets out the following items:









- Detailed statistics of CDP actions and performance indicators
- Details of actions plans where indicators are red
- Finance
- Management of Absence

Status definitions used in Appendix 1

-  Performance on track (milestones) or performance on or above target (PI's)
-  Performance under control (milestones)
-  Performance failing (milestones) or performance below target (PIs)

2 PERFORMANCE DASHBOARD – VALUE FOR MONEY






| Progress against CDP milestones | | | Progress against CDP Performance Indicators | | |
|--|--|---|---|---|--|
| 48  Green | 10  Amber | 2  Red | 6  Green | 0  Red | |

| Action | Update | Status |
|---|--|---|
| Develop and Implement Channel Shift Strategy - Draft project plans to implement the channel shift strategy | The Channel Shift strategy will now be considered in line with the Customer First Programme of work. |  |
| Develop and Implement Channel Shift Strategy - Establish governance arrangements | See above. |  |
| Review service level agreements with all external arts/heritage partners | SLAs agreed with Mantle Arts, LeicesterShire Promotions Limited and Moira Furnace Museum Trust. Work is underway with Ashby Museum and The National Forest Company, for completion during Q3. |  |
| Review Ashby Tourist Information Centre and the service it provides | Work continues with structure recommendations. A staff engagement workshop considered future options (6 September 2017). Engagement with Portfolio Holder in August 2017. CLT report scheduled for Q3. |  |
| To maximise efficiencies within the waste collection service - Prepare an implementation plan for an approved waste collection scheme | Implementation plan currently being prepared to incorporate TEEP assessment, procurement for sale of recycling, vehicle procurement, route optimisation, recruitment, consultation with staff, and Comms with customers. Currently a resource assessment is being undertaken by consultants which is due back in November to assess resources required and when additional rounds will become necessary based on current collection methods. |  |
| Housing Repairs Service - Implement improvement plan for Health and Safety practices and procedures | External independent auditor appointed and mobilisation meeting held. On site audit now scheduled to be completed in early November 2017 with improvement plan to be finalised in late November 2017 and implemented to an agreed timescale thereafter. |  |
| Income is maximised through Assistive Technology (AT) - Develop Team Incentives to increase AT take up | Action scheduled for completion during Q3. |  |
| Income is maximised for parking facilities - Develop model to provide Support Officer services to general needs tenants and non tenants | Work has commenced on understanding the financial cost of the service and will be completed during Q3. |  |

| | | |
|---|--|----|
| Improve the reputation of customer services – Commence monitoring of SLAs and provide regular feedback on KPIs identified in SLAs | There are 7 SLA's agreed and in place with 3 in final draft awaiting sign off. With these start to meet internal customer expectations and provide clarity on the role of customer services and the support they provide to services. | ☹️ |
| Develop and Improve quality and performance in customer services - Implement preferred feedback solution | This action is reliant upon the alignment with the Firmstep solution to produce additional ways in which customers can provide feedback on the services they receive. Additional work is underway to establish a citizens panel and working group which will be utilised to provide customer feedback on key pieces of work impacting residents. | ☹️ |
| Conduct a resources review of the customer services team - Implement review recommendations | Business Analysis has been undertaken and initial findings presented. Work is now underway to benchmark with customer services teams in other local authorities so that comparisons on workload can be made and best practice identified. | ☹️ |
| Stronger and Safer Team - Business Continuity reviewed, redesigned and tested - H&S to review and agree plan is fit for purpose | Changes in accommodation have set back the plans that have been progressed. This is being managed to ensure there is a plan in place as soon as possible, however we are behind the expected plan. There is the interim plan in place. | ☹️ |






50

| Performance Indicators | Q2 Target | Q2 Actual | Status |
|---|-----------|-----------|--------|
| Combined benefits performance | 9.9 days | TBC | |
| Processing of new claims | 14.6 days | TBC | |
| Processing of change of circumstances | 9.2 days | TBC | |
| Council Tax in year collection rate | 56.4% | 55.90% | ☹️ |
| Non-domestic rates in year collection rate | 56.4% | 57.20% | 😊 |
| HB overpayments collection rate | 20% | 25% | 😊 |
| Percentage of customers very satisfied or satisfied with the Planning Service | 90% | 91% | 😊 |
| Percentage of major planning applications determined within 13 weeks or a timetable agreed with the applicant | 85% | 84.21% | 😊 |
| Percentage of minor planning applications processed within 8 weeks or a timetable agreed with the applicant | 85% | 73.91% | ☹️ |

| | | | |
|--|----------|----------|---|
| Percentage of other planning applications determined within 8 weeks or a timetable agreed with the applicant | 85% | 88.31% |  |
| Leisure Centre Membership income | £506,337 | £453,783 |  |
| Leisure Facility Usage Levels (cumulative) | 500,114 | 483,424 |  |
| Improve the percentage of calls answered against calls received into Customer Services (Annual target 79%) | N/A | 78% |  |
| Calls into the contact centre are reducing (Annual target 10% reduction) | N/A | 19% YTD |  |

2 PERFORMANCE DASHBOARD – HOMES AND COMMUNITIES

| Progress against CDP milestones | | | Progress against CDP Performance Indicators | | |
|--|---|---|---|---|--|
| 24  Green | 5  Amber | 0  Red | 0  Green | 0  Red | |




| Action | Update | Status |
|--|---|---|
| To develop and deliver the 'linkages' element of Ashby Neighbourhood Plan 'action plan' and district wide access and connectivity initiatives | The 'linkages' element of the action plan has not been progressed other than an initial meeting. The Ashby Project programme board is monitoring progress against the original action plan at its regular governance meetings (attended by the HoED). NWL Cycling Strategy (part two) Ashby de la Zouch is being processed alongside the Local Plan as a recognised document (Nov. 2017). |  |
| Ensure a sustainable community based sport and physical activity offer - Review and revise the Service Level Agreements for Castle Donington and Ibstock Community Colleges, and Measham Leisure Centre | In partnership with Legal Services, Service Level Agreements are being refreshed and revised for the relationships with Castle Donington and Ibstock Community Colleges, and Measham Leisure Centres in order to reflect current delivery arrangements and stakeholders. It is anticipated the first draft of these will be completed in early November for consultation with partners. The agreements will then be amended if appropriate and, once agreed by partners, they'll be signed and adopted. |  |
| Support open space improvements throughout the district - Ensure representation at a Parish Liaison meeting so that the Grounds Maintenance team can support Parish Councils in improving their localities | A slot was scheduled for attendance at the Parish Liaison meeting in September. However, at the request of the Community Focus team, the item was pulled in favour of topics that were deemed a higher priority. It will be rescheduled at a future meeting. |  |
| Procure second phase of new build programme (Greenhill) | Negotiations to purchase two sites for second phase of new build programme in Coalville and Greenhill are in progress. It is anticipated that these negotiations will now be concluded in the fourth quarter of the financial year and the construction phase will commence in the first quarter of 2018-19. |  |
| Introduce tenant Estate Evaluators to review 'hot spot' areas from STAR survey - Review inspections undertaken | Inspections not commenced as locations will be determined when full STAR survey data is available for analysis during Q3. |  |

| Performance Indicators | Q2 Target | Q2 Actual | Status |
|---|-----------|-----------|--------|
| Percentage of rent arrears of current tenants | 2.51% | 2.94 | ☹️ |
| Percentage of rent loss | 1.2% | 0.71% | 😊 |
| Percentage of tenants satisfied with the allocation and lettings process | 90% | 100% | 😊 |
| Average re-let times (days) | 33 | 28 | 😊 |
| Percentage of properties empty and unavailable | 1.02% | 1.22% | ☹️ |
| Percentage of customers satisfied with the repairs service | 96% | 99% | 😊 |
| Percentage of all repairs completed within target | 88% | 95% | 😊 |
| Average length of time taken to repair empty homes to achieve the lettable standard | 24 days | 21.2 days | 😊 |
| Percentage of decent homes upgrades delivered within target | 98% | 83.3% | 😊 |
| Percentage of homelessness cases where there is a decision within 33 working days | 75% | 100% | 😊 |
| Number of new affordable homes delivered (Annual target 130) | 41 | 16 | ☹️ |



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2 PERFORMANCE DASHBOARD – BUILDING CONFIDENCE IN COALVILLE

| Progress against CDP milestones | | | Progress against CDP Performance Indicators | | |
|--|---|--|---|---|--|
| 17  Green | 3  Amber | 0  Red | 2  Green | 0  Red | |


| Action | Update | Status |
|---|--|---|
| Complete the Coalville Wi-Fi and GeoSense project in both Coalville and Ashby | BF has secured funds for a Wi-Fi Project for Coalville and Ashby and are preparing papers to CLT and to Cabinet and give approval to begin the procurement process to appoint a contractor to deliver the programme. |  |
| Coalville Market - Continue with Media and website campaigns with seasonal promotions | Halloween event on 28th and 31st October planned to go ahead with trader input. Santa's Grotto will be built following the halloween event to start on 18/11/17. Social Media and outreach programme will be taking place to promote these two events. |  |
| Coalville Market - Implement signage improvements | Purchase order has been placed with Coalville Signs for the new light box and signage to improve the feature adjacent to Hotel Street. The internal bulk head and supplementary signage and currently being designed. |  |

62







| Performance Indicators | Q2 Target | Q2 Actual | Status |
|---|-----------|--|---|
| Impact of Coalville shop fronts - Number of businesses engaged (70%) - Number of grant awards - Value of grant awards - Private sector leverage | N/A | Grant (14) Value (£196,715) Leverage (£27,815) |  |
| Numbers attending Coalville Events organized by Cultural Services Team (subject to weather conditions) Annual target 13000 | 1000 | 1000 |  |


2 PERFORMANCE DASHBOARD – BUSINESS AND JOBS

| Progress against CDP milestones | | | Progress against CDP Performance Indicators | | |
|--|---|--|---|---|--|
| 20  Green | 1  Amber | 0  Red | 7  Green | 0  Red | |

| Action | Update | Status |
|---|--|---|
| To develop a process that best supports the promotion of NWL and The National Forest as an emerging tourism destination and delivers support to tourism businesses - Review arrangements with National Forest Company and Leicestershire Promotions Ltd | Development of a 2017-2020 Tourism Blueprint working with NFC, LPL and partners. |  |





23



| Performance Indicators | Q2 Target | Q2 Actual | Status |
|--|-----------|--|---|
| Number of businesses in NWL (Increase on 2016/17 year end, est 4,110) | N/A | 4110 |  |
| Number of jobs in NWL (Increase on 2016/17 year end, est 56,000) | N/A | 60000 |  |
| Number of unemployed people in NWL (Decrease on 2016/17 year end, est 450) | N/A | 485 |  |
| Number of business enquiries received and support (Establish baseline and method of reporting) | N/A | 61 |  |
| Level of inward investment in NWL - Number of business - Approx £ value investment (Establish baseline and method of reporting) | N/A | Businesses (5) Declared value (£1,253,500) |  |
| Impact of Enterprising NWL - Number of businesses engaged (100) - Number of grant awards (30) | N/A | Grant: (26) Value: (£432,497) Leverage estimate: |  |

| | | | |
|---|-----|---|---|
| <ul style="list-style-type: none"> - Value of grant awards (£500,000) - Private sector leverage (£3million) | | (£3,294,304) | |
| Impact of Enterprising Town Centres <ul style="list-style-type: none"> - Number of businesses engaged (250) - Number of businesses supported (50) - Number of grant awards (40) - Value of grant awards (£200,000) - Private sector leverage (£200,000) | N/A | Engaged (120) Supported (50) Grant (6) Value (£52,500) Leverage (£291,400) |  |

2 PERFORMANCE DASHBOARD – GREEN FOOTPRINTS

| Progress against CDP milestones | | | Progress against CDP Performance Indicators | | |
|---|---|---|---|---|--|
| 7  Green | 4  Amber | 0  Red | 2  Green | 0  Red | |

| Action | Update | Status |
|--|---|---|
| Coalville Market – Devise energy improvement action plan and update Green Footprints CAT | Work has taken place making the Market more efficient with LED lighting and additional controls including removal of old equipment and poor management practices. This has produced a saving in Electricity costs which are realised in 2018/19 budgets. A more strategic view is under review. |  |
| Improve Litter at 3 Hotspot areas (private land) - Implement Plan and undertake observations at hotspot areas to ensure delivery plan is effective | Areas identified resulted in only one private land to be improved-Bardon. Meeting arranged with interested parties for 18th October to hold site meeting & discuss action plan |  |
| Deliver the Small Grant Scheme, Community Chest and assist in the completion of the 2015/16 Twenty for seven projects - Action Plan delivered | We have not received the numbers of applications we had hoped at this stage. There has been good coverage of the Scheme, however the staff and members may not be fully informed and more information will be circulated. The team will continue to advertise the grant scheme. A review of the rules is being conducted to ensure all of the schemes have a similar governance process, this will not relax the rules. |  |
| Private stock condition survey information is used to secure funding for green improvements - Results collated and analysed alongside secondary data | Initial report of findings has been produced and shared with the Director of Housing. Additional data sources from internal partners (Private Sector Housing/Building Control) received and awaiting analysis. |  |

| Service Performance Indicators | Q1 Target | Q1 Actual | Status |
|---|-----------|-----------|---|
| Percentage of household waste recycled | 46% | 46.2% |  |
| Kgs of household waste sent to landfill | 516 | 512 |  |

3 FINANCE UPDATE

This section sets out the projected financial position of the Council for the quarter ending 30 September 2017. The Council set its General Fund Revenue Budget at £12,504,860 and the Housing Revenue Account budgeted surplus of £142,110 on 23 February 2017.

| General Fund – Summary of Net Expenditure | ORIGINAL BUDGET NET £ 000 | FORECAST OUTTURN NET £ 000 | FORECAST VARIANCE NET £ 000 |
|---|------------------------------|----------------------------------|-----------------------------------|
| AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement). | 12,505 | 12,505 | 0 |

| Special Expenses – Summary of Net Expenditure | ORIGINAL BUDGET NET £ 000 | FORECAST OUTTURN NET £ 000 | FORECAST VARIANCE NET £ 000 |
|---|------------------------------|----------------------------------|-----------------------------------|
| AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement). | 493 | 486 | (7) |

| HRA SUMMARY | ORIGINAL BUDGET NET £ 000 | FORECAST OUTTURN NET £ 000 | FORECAST VARIANCE NET £ 000 |
|--|------------------------------|----------------------------------|-----------------------------------|
| Net cost of service (Total rent income less total expenditure) | (142) | (257) | (115) |

| Capital Expenditure | General Fund £ 000 | Special Expenses £ | HRA £ 000 | Total |
|---|--------------------|--------------------|---------------|---------------|
| Approved Budget for the Year | 3,071 | 0 | 10,152 | 13,223 |
| C/F from 2016/17 | 1,405 | 0 | 461 | 1,866 |
| Approved projects in year | (549) | 0 | 0 | (549) |
| Slippage Identified in Year | (192) | 0 | 0 | (192) |
| Total budget for 2017/18 | 3,735 | 0 | 10,545 | 14,348 |
| Likely outturn for 2017/18 (provisional) | 3,717 | 0 | 10,545 | 14,330 |
| Variance | (18) | 0 | 0 | (18) |

Comments on General Fund Variances

- Forecast increase in Business Rates income of £534k.
- Digital Transformation forecast to be £187k over spent, pending approval of reserve request to fund improvements due to be considered by Cabinet on 14 November 2017.
- The net cost of service deficit on Leisure Centres increased to £95k (from £52k at quarter 1), taking the budgeted deficit of £388k to £483k.
- Reduction in income in respect of CCTV of £12k.
- Staffing costs in respect of Waste services forecast overspend of £55k, as a result of need to employ casual and agency staff.
- Forecast salary overspends of £22k on Planning Policy relating to additional agency costs arising from new HMRC regulations.
- Increase in staffing costs of £14k & Planning Enforcement advice of £18k under Public Protection.

Comments on Special Expenses Variances

- Forecast underspend of £7k as a result of increased burial income at Coalville Cemetery.

Comments on HRA Variances

- Increase in rental income of £88k forecast due to empty homes performance achieving an average of 1% compared to the budgeted 1.5% level.
- Reduced forecast in respect of service charges of £50k, mainly due to new service charge not achieving anticipated levels of income.
- Lifeline income of £24k forecast reduction.
- Forecast underspend on salaries within the Business Support team of £51k due to vacant posts.
- Housing Management of £19k forecast underspend due to one budgeted post no longer required that will be removed from establishment in 2018/19.
- Under Occupation Incentives forecast underspend of £30k.
- Council Tax on Void Properties forecast underspend of £70k due to reduced levels of empty homes.

Comments on Capital Budget

- Carry forward commitments from 2016/17 reduced on General Fund as a result of release of £450k DFG earmarked reserves returned to general fund unallocated balances, following review of future commitments and grant funding due to the Council which will cover the expected level of works.
- Projects approved in year movement for the most part as a result of removal following virement to revenue.
- Movement on slippage, on anticipated DFG works (£139k), and car park improvements (£52k), carried forward to 2018/19.

4 MANAGEMENT OF ABSENCE

| Quarter 1 | Chief Exec & HR | Community Services | Finance | Housing Services | Legal & Sup Services | Reg & Planning | All Directorates |
|-----------------------------|-------------------------------|--------------------------------------|---------------------------------|--------------------------------------|-------------------------------------|-------------------------------|---------------------------------------|
| Sickness days lost | 0 days long 4.9 days short | 337.1 days long 149.16 days short | 0 days long 49.62 days short | 155.29 days long 56.54 days short | 86.33 days long 49.95 days short | 5.3 days long 2 days short | 584.02 days long 312.17 days short |
| Total days lost in qtr | 4.9 days | 486.26 days | 49.62 days | 211.83 days | 136.28 days | 7.3 days | 896.19 days |
| Number of FTE's | 14.68 | 194.16 | 52.7 | 102.49 | 58.15 | 29.62 | 451.8 |
| Average no of days lost FTE | 0.33 days | 2.5 days | 0.94 days | 2.06 days | 2.06 days | 0.24 days | 1.98 days |

| Quarter 2 | Chief Exec & HR | Community Services | Finance | Housing Services | Legal & Sup Services | Reg & Planning | All Directorates |
|-----------------------------|-----------------------------|--------------------------------------|----------------------------------|--------------------------------------|-------------------------------------|-----------------------------|---------------------------------------|
| Sickness days lost | 0 days long 4 days short | 412.27 days long 99.51 days short | 34 days long 43.59 days short | 110.99 days long 64.64 days short | 52.00 days long 43.17 days short | 0 days long 0 days short | 609.26 days long 255.91 days short |
| Total days lost in qtr | 4 days | 511.77 days | 77.59 days | 175.64 days | 95.17 days | 0 days | 865.169 days |
| Number of FTE's | 17.86 | 189.53 | 55.04 | 75.57 | 60.32 | 24.41 | 434.01 |
| Average no of days lost FTE | 0.22 days | 2.70 days | 1.41 days | 2.32 days | 1.58 days | 0 days | 1.99 days |

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 14 NOVEMBER 2017

| | |
|----------------------------------|--|
| Title of report | MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY |
| Key Decision | a) Financial No b) Community No |
| Contacts | Councillor Alison Smith MBE 01530 835668 alison.smith@nwleicestershire.gov.uk Interim Statregic Director of Place 01530 454555 tony.galloway@nwleicestershire.gov.uk Head of Economic Development 01530 454773 kay.greenbank@nwleicestershire.gov.uk |
| Purpose of report | To consider the recommendations made by the Coalville Special Expenses Working Party. |
| Reason for Decision | To progress Coalville Special Expenses projects and programmes. |
| Council Priorities | Value for Money |
| Implications: | |
| Financial/Staff | As set out within the budget. |
| Link to relevant CAT | None. |
| Risk Management | N/A |
| Equalities Impact Screening | None discernible. |
| Human Rights | None. |
| Transformational Government | None. |
| Comments of Head of Paid Service | Report is satisfactory |

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|--|---|
| Comments of Deputy Section 151 Officer | Report is satisfactory |
| Comments of Deputy Monitoring Officer | Report is satisfactory |
| Consultees | Members of the Coalville Special Expenses Working Party |
| Background papers | Agenda and associated documents of the meeting held on 10 October 2017 |
| Recommendations | TO NOTE THE RECOMMENDATIONS MADE BY THE COALVILLE SPECIAL EXPENSES WORKING PARTY AS DETAILED WITHIN THE MINUTES AND APPROVE THE RECOMMENDATIONS AS SUMMARISED AT 3.0 |

1.0 INTRODUCTION

- 1.1 The Coalville Special Expenses Working Party meets quarterly to consider financial issues which affect the special expenses area. As the group reports directly to Cabinet, all recommendations made will be sent to the first available Cabinet meeting after the group have met for final approval.

2.0 TERMS OF REFERENCE

- 2.1 To consider budget and financial issues which either solely or predominantly affect the special expenses area alone and to make recommendations back to Cabinet.
- 2.2 To consider possible project options regarding the allocation of surplus reserves which have been examined by the relevant budget officers and to make recommendations to Cabinet.

3.0 RECOMMENDATIONS FROM MEETING ON 10 OCTOBER 2017

3.1 2017/18 EVENTS UPDATE

- 3.1.1 Officers investigate further into the procurement of a gun metal cross to be located in the Remembrance Garden at Memorial Square and report the progress at the next meeting.

3.2 CAPITAL PROJECTS UPDATE

- 3.2.1 The mobile vehicle activated signs be purchased from Messagemaker Displays.

3.3 LONDON ROAD CEMETERY

- 3.3.1 A report outlining issues and options available for improving London Road Cemetery be presented at a future meeting.

MINUTES of a meeting of the COALVILLE SPECIAL EXPENSES WORKING PARTY held in the Board Room, Council Offices, Coalville on TUESDAY, 10 OCTOBER 2017

Present: Councillor J Geary (Chairman)

Councillors R Adams, N Clarke, J Cotterill, D Everitt, J Legrys, P Purver, M Specht and M B Wyatt

Officers: Mr J Knight, Mrs W May, Ms K Greenbank, Mrs C Ridgway and Mrs R Wallace

10. APOLOGIES FOR ABSENCE

There were no apologies for absence.

11. DECLARATIONS OF INTEREST

Councillor M B Wyatt declared a non pecuniary interest in any reference to Coalville Town Centre as a business owner.

Councillor J Geary declared a non pecuniary interest in item 5 – Capital Projects Update as a regular supporter of Coalville Town Football Club and a founder member of Mantle Lane Arts.

Councillor J Legrys declared a non pecuniary interest in reference to Hermitage FM due to his voluntary involvement with the organisation.

12. MINUTES OF THE PREVIOUS MEETING

Consideration was given to the minutes held on 11 July 2017.

The Chairman referred to the discussion had on mobile vehicle activated signage where it was requested that a letter be sent to the Leader of Leicestershire County Council regarding the disappointing level of service for replacing damaged signs. The Leisure Services Team Manager confirmed that the letter had not yet been sent but agreed to do so as soon as possible.

It was moved by Councillor R Adams, seconded by Councillor J Legrys and

RESOLVED THAT:

The minutes of the meeting held on 11 July 2017 be approved and signed by the Chairman.

13. 2017/18 EVENTS UPDATE

The Cultural Services Team Manager presented the report and informed Members that all events had cost less to run this year, therefore the overall budget was underspent. She advised that the Proms and Picnic in the Park event had been shortlisted for a Leicestershire Tourism and Hospitality Award and an update would be sent to Members in due course. Members thanked officers for the work undertaken on a fantastic event.

Coalville by the Sea

The event was very successful with an estimated 1000 people in attendance. Due to the popularity of the event and feedback received, the feasibility of extending the event was being considered for future years. The relocation back to Marlborough Square was also being considered.

Councillor M Specht thanked officers for their work on the event and also thanked the sponsor for the donation of the sand. Councillor J Legrys concurred.

Christmas in Coalville

Planning was well underway and the Council was leading on all key elements, following agreement to this arrangement with the Coalville Town Team. It was confirmed that there would be free parking on the five Saturdays in December. It was reported that the food, drink and craft element would be different this year with more emphasis on placing stalls around the Christmas tree area in the precinct, along with music, entertainment and competitions.

Councillor M B Wyatt asked if arrangements had been made to utilise Memorial Square as he felt it had been neglected in previous years. He added that the Red House had offered the use of the car park and he felt it would be good to have some atmosphere at that part of the town. The Cultural Services Team Manager reported that the area had been considered but they had been conscious of spreading the event too far with regards to the management of the event. She felt that the market and its car park was a good main attraction area that was safe. Councillor M B Wyatt expressed his frustration at the response as he believed that Memorial Square was an important part of town and should be utilised. The Cultural Service Team Manager agreed to look into options available.

Councillor M Specht felt that it would be a good area to use especially with the co-operation of the Red House. He suggested that a band such as the Salvation Army or a choir could perform in the area. The Cultural Services Team Manager confirmed that a brass band were performing in the town centre and agreed to look into the possibility of locating them to Memorial Square.

Christmas Lights

The lights were scheduled for installation which included the additional items approved by Cabinet on 19 September.

Coalville Commemorates

Members met on site at Memorial Square to discuss ideas for a commemorative artwork on 13 September, the outcome of which was the following three options:

- Option 1 – an interpretive mosaic
- Option 2 – commemorative benches
- Option 3 – a cross made from gun metal located in the ‘Remembrance Garden’

Councillor J Legrys moved option 3 and it was seconded by Councillor R Adams.

The Chairman felt that it was important to have something in place that would last another 100 years and after seeing a gun metal cross, he believed it would be very fitting. It would also include engravings. Councillor D Everitt commented that it was the simplicity of it that was appealing and felt it was appropriate in all ways. Councillor J Legrys commented that a large quantity of gun metal was being unearthed in Belgium and it would be nice to have that specific material if possible. The Chairman added that the cost would be more than the £2000 originally budgeted for the project but officers would investigate further and provide Members with some costings.

Councillor M B Wyatt felt strongly that the proposal was a waste of money considering the other things that required funding. He believed that something more meaningful could be installed that did not cost such a large amount of money.

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

RESOLVED THAT:

- a) The progress update on 2017/18 events be noted.
- b) The initial proposals for 2018/19 events be noted
- c) Officers investigate further into the procurement of a gun metal cross to be located in the Remembrance Garden at Memorial Square and report the progress at the next meeting.

14. CAPITAL PROJECTS UPDATE

The Leisure Services Team Manager presented the report to Members, providing an update on the ongoing projects.

Owen Street Recreation Ground

Following concerns regarding the sustainability of the floodlights, officers had met with Property Services to identify a number of options and associated costs. These would be circulated to Members in due course. Any funding streams available were also being investigated.

The official opening of the changing pavilion would be taking place on 8 November. All Coalville Special Expenses Working Party Members had been formally invited and the format of the event was detailed within the report.

Hermitage FM had asked to place a radio transmitter at Owen Street Recreation Ground and work was currently underway to progress this with the support from officers and Members.

Thringstone Minors Social Centre Training Pitch

Planning approval had been given for both the fencing and footpath diversion, in addition the Board had three new trustees and a new Chair. It was hoped that the progression of the training pitch would be discussed at the next meeting of trustees in October/November.

Coalville Forest Adventure Park

In accordance with Members request at the last meeting to fund proposed improvements to the park, officers were finalising a bid for funding for the submission deadline of 30 October. The application would be considered on 27 November.

Mobile Vehicle Activated Signs

The Community Focus Officer advised that Leicestershire County Council had inspected and approved the proposed columns. As per the Council's procurement rules, quotes from three companies had been obtained and the details were circulated to Members. After further discussions Members preference was option three – Messagemaker Displays. The Community Focus Officer also advised that Leicestershire County Council had agreed to collect data from Warren Hills Road over the coming weeks and would be meeting with officers in November to discuss the options available.

Melrose Road Recreation Ground

The seating would be installed at the end of September and the planting of the shrubbery would take place in February. Councillor D Everitt referred to a decision made at a previous meeting to site one of the benches at the play hub and asked if this had been done. Members were still happy with the previous agreement and therefore The Leisure Services Team Manager agreed to make the arrangements.

Melrose Road Play Hub

Although the landowner of the wooded area agreed in principle to the installation of the footpath in July, formal written approval had not yet been received despite officers numerous attempts. The Leisure Services Team Manager assured Members that officers would continue to pursue this.

Coalville Park

Concerns had been received regarding the quality of the play equipment and Members noted previous investments. Councillor M B Wyatt commented that the equipment was poor.

The toilets were currently being vandalised on a regular basis. Property Services were looking at options available to reduce anti-social behaviour and the ongoing costs associated with the damage caused. All options would be brought back to the group for consideration.

Discussions had been had with Fields in Trust regarding placing Coalville Park in trust in perpetuity in order to protect it as an open space. Currently, Fields in Trust had an initiative which encouraged landowners to dedicate a recreational space as a 'Centenary Field' to commemorate the end of World War 1 and to remember those that lost their lives. The peace garden might meet the criteria for this and could be another way to celebrate the centenary in 2018. Councillor M B Wyatt felt that it was difficult to support the proposal when in his opinion the cemetery opposite, in which war veterans had been laid to rest, could be developed rather than Coalville Park. He asked if it was possible to have two designated areas so close together. The Chairman responded that it would be possible to have both spaces designated, if the criteria was met. Councillor R Adams questioned if a cemetery could be designated as the definition referred to 'the protection of places for recreation, sporting activities and open space'. Discussions then ensued regarding whether a cemetery was a place for recreation. The Head of Economic Development agreed to look into options for the cemetery with regards to Fields in Trust and to report back to the next meeting.

Desire had been expressed to obtain the Green Flag Award for Coalville Park and if Members were supportive, officers would consider the implications of assessment and any improvements that may be required to obtain the accreditation. As Ward Member, Councillor J Legrys was very supportive. He understood it would involve a lot of work and investment but would like officers to investigate further. Members agreed. In response to a question from Councillor N Clarke, the Head of Economic Development confirmed that there would be a cost involved to apply for the accreditation and there would need to be some investment to improve the standard of the park.

Lillehammer Drive

The Section 106 Deed of Variation had finally been signed by both the District Council and Barratt's, with the understanding that this meant that the MUGA would have to be removed within six weeks and then the commuted sum for the maintenance of open space would be received. Unfortunately it had transpired that not all planning conditions had been fulfilled and officers were still waiting for a revised landscaping scheme to replace the MUGA. Officers had attempted to resolve the matter but Barratt's had been unresponsive. Members were assured that Legal Services were continuing attempts to resolve the matter.

Councillor J Legrys commented that officers had worked tirelessly on the matter and he was aware that the fault lied with the developer. He congratulated officers on their persistence.

It was moved by Councillor N Clarke, seconded by Councillor R Adams and

RESOLVED THAT:

- a) The progress update on 2017/18 Capital Projects be noted.
- b) The mobile vehicle activated signs be purchased from Messagemaker Displays.

15. COALVILLE SPECIAL EXPENSES 2017/18 P5 POSITION

The Leisure Services Team Manager presented the report to Members, highlighting the current forecasted underspend with a contribution to balances of £16,450.

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

RESOLVED THAT:

The 2017/18 period 5 position be noted.

16. LONDON ROAD CEMETERY

Councillor M B Wyatt asked Members to consider investing funds to improve the condition of London Road Cemetery. He explained that the cemetery was full of history with World War 1 veterans laid to rest there along with people from Ibstock Colliery. He felt there was a lot to be learnt but the condition of the site was off putting as it was very overgrown and untidy. He believed that it was a real waste of space, and as it costs money to be opened and closed each day, then some investment was needed. Councillor M B Wyatt added that he was aware of grants that were available to make improvements and asked officers to investigate. He asked that if Members were in support of this, then it be looked at relatively soon as the main wall was crumbling.

The Chairman expressed his disappointment that areas such as this were being lost and agreed that he would like to see a report on the options available to them to make improvements.

Councillor M Specht agreed that cemeteries were being neglected across the country and he felt it was a real shame.

Councillor J Legrys felt that it was a very good place to visit and reflect. He commented that he had been approached by local residents regarding anti-social behaviour in the cemetery, and agreed that some investment was needed.

It was moved by Councillor R Adams, seconded by Councillor J Legrys and

RESOLVED THAT:

A report outlining issues and options available for improving London Road Cemetery be presented at a future meeting.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 7.50 pm

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Agenda Item 11.

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Agenda Item 12.

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