

Meeting	POLICY DEVELOPMENT GROUP
Time/Day/Date	6.30 pm on Wednesday, 27 June 2018
Location	Council Chamber, Council Offices, Coalville
Officer to contact	Democratic Services (01530 454512)

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

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

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. MINUTES	
To approve and sign the minutes of the meeting held on 8 May 2018	3 - 8
3. 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.	
4. PUBLIC QUESTION AND ANSWER SESSION	
To receive questions from members of the public under rule no.10 of the Council Procedure Rules. The procedure rule provides that members of the public may ask any question on any matter in relation to which the Council has powers or duties which affect the District, provided that three clear days' notice in writing has been given to the Head of Legal and Commercial Services.	
5. PROVISION OF SCRUTINY TRAINING	
Report of the Democratic Services Team Manager	9 - 12

6. LEISURE VAT IMPLICATIONS	
Report of the Head of Finance	13 - 18
7. REVIEW OF PENSIONS DISCRETIONS	
Report of the Head of Human Resources and Organisation Development	19 - 34
8. WORKFORCE AND AGENCY COSTS	
Report of the Head of Human Resources and Organisation Development	35 - 42
9. NORTH WEST LEICESTERSHIRE HEALTH AND WELLBEING STRATEGY	
Report of the Head of Community Services	43 - 46
10. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME	
To consider any items to be included in the work programme. The plan of forthcoming Cabinet decisions and the current work programme are attached for information.	47 - 58

Circulation:

Councillor R Ashman
Councillor N Clarke
Councillor T Eynon
Councillor G Hout
Councillor P Purver
Councillor V Richichi
Councillor A C Saffell
Councillor S Sheahan
Councillor N Smith (Deputy Chairman)
Councillor M Specht (Chairman)

MINUTES of a meeting of the POLICY DEVELOPMENT GROUP held in the Council Chamber, Council Offices, Coalville on TUESDAY, 8 MAY 2018

Present: Councillor M Specht (Chairman)

Councillors N Clarke, T Eynon, J Geary, D Harrison, G Hault, P Purver, V Richichi and N Smith

In Attendance: Councillors J Legrys and S Sheahan

Officers: Mr G Jones, Mrs R Wallace and Miss E Warhurst

45. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor A C Saffell.

46. DECLARATION OF INTERESTS

Councillor J Geary declared a no-pecuniary interest in item 5 – End of Year Performance Report as a founder member of Mantle Lane Arts.

47. PUBLIC QUESTION AND ANSWER SESSION

None

48. MINUTES

Consideration was given to the minutes of the meeting held on 12 February 2018.

It was moved by Councillor V Richichi, seconded by Councillor D Harrison and

RESOLVED:

The minutes of the meeting held on 12 February 2018 be approved and signed by the Chairman as a correct record.

49. END OF YEAR PERFORMANCE REPORT

The Head of Legal and Commercial Services presented the report. She advised that previous feedback from PDG had been taken into account and drew attention to the progress achieved against the Council Delivery Plan 2017/18 including three commitments made by the Council which were behind plan. It was also explained that the figures in a different colour indicated they were yet to be finalised.

Councillor T Eynon thanked officers for making the report an attractive and interesting document. She made the following comments:

- For the total plan of commitments made by the council, the figures were incorrect. The Head of Legal and Commercial Services acknowledged the error and would provide an update.
- Some of the percentages included throughout the report needed further information to support them as it was difficult to get an understanding when there was no denominator.

Councillor J Geary made the following comments:

- Part of the overview of North West Leicestershire highlighted Triumph motorcycles which was not based within the District, he believed it should refer to Norton Motorcycles. The Head of Legal and Commercial Services explained that the businesses listed were the top ten businesses with regard to turnover and she would check with officers if Norton Motorcycles should be included. The Chairman commented that Triumph Motorcycles was a subsidiary of Bloor Investments which was based in the District.
- He questioned the commitment to improve Coalville Market to attract new traders and customers as he was aware of a trader who was refused permission to use a particular stall as it was deemed too expensive to remove the refrigeration units already installed. He did not believe that encouraged new traders. The Chairman responded that it was difficult to make a judgement as the circumstances were not known, it may depend on what other stalls were available and the cost of installing the refrigeration may not justify its removal as it could be used again in the future. He asked officers to investigate.
- Regarding the identification of gypsy and traveller sites, he felt that it was only necessary to provide a transit site because in accordance with the definition of a gypsy, once they are settled in an area they are no longer a gypsy and are a permanent member of the community. He reported that other local authorities had permitted sites which after a certain amount of time were left empty due to the gypsies and travellers moving on, therefore the question needed to be asked if such sites were necessary. The Chairman commented that the identification of these sites was included within the Local Plan and the local authority had a duty of care to meet the requirements that had been set nationally.
- Regarding the replacement of solid fuel heating systems with air source heat pumps in council homes, he expressed concerns because according to his own research they required a lot of maintenance. He also felt the council should not be spending as much as they were on responsive repairs in light of the Decent Homes programme having been completed.
- The homes and communities section referred to 'harnessing our excellent transport links' which Councillor J Geary thought was inaccurate. He explained that there were no rail links, bus services were reducing on a monthly basis with no service at all after 6.30pm, plus the highways were very busy. The Chairman commented he did not believe the transport system was integrated and was disappointed that the opportunity had been missed for a train station at East Midlands Airport as part of the HS2 proposals. He added that traffic was growing but as it was a plan up to 2050 it would be interesting to see what the future brought.
- He was pleased to see the receipt of £3,000 of European grant funding but expressed concerns regarding where the funding would come from once the UK had left the European Union.

In response to a question from Councillor J Geary, the Director of Housing and Customer Services explained that the term 'long term empty homes' referred to those council homes that were not going to be relet as rented properties and included some sheltered properties that were no longer fit for purpose. He agreed that the wording could be clearer and would address it. In response to a further question, the Director of Housing and Customer Services explained that tenants perhaps now had higher expectations, they were happy to report repairs and the cost of maintaining our council homes was in line

with other authorities and worked out as an average of three repairs per household each year.

Councillor N Smith commented that fly tipping was a major problem in his Ward and it was good to see the number of reported fly tips that officers were responding to. He added that he was aware of new technology available to assist with catching the people who were fly tipping and asked if he could have an update from officers on what was being done. The Head of Legal and Commercial Services agreed to provide the information.

Councillor P Purver liked the report but felt that the topics jumped around a little. Regarding the overview of North West Leicestershire on page 3 of the report, she asked if there was some information missing from the housing repairs facts as it did not read well. The Strategic Director of Housing and Customer Services confirmed that the urgent repairs category was missing and would update it accordingly.

Councillor N Clarke made the following comments:

- Regarding the number of customer interactions by phone, he commented that residents complained to him about the difficulty to make contact due to waiting times. He asked if answering times could be included to make it clearer as well as waiting times for customers who come into the offices.
- Regarding the overview of North West Leicestershire on page 3 of the report, he asked if the figures relating to housing repairs could include more information such as how long it took for a repair to be carried out and if the operative kept the agreed appointment.
- Regarding the overview of North West Leicestershire on page 3 of the report, he asked if the number of mechanical inspections of taxis could include the total number of taxis in the District for context and clarity.
- He asked for a break down to be included regarding the amount spent on shop frontages as it was a large amount of money and local people would not necessarily know how the money had been spent.
- Regarding the repairs to the Memorial Clock Tower, he asked that a summary of works be included in the report.

The Head of Legal and Commercial Services commented that it was important to have the right balance of information within the report as it was intended to be a summary document. The information requested by Councillor N Clarke was publically available within other reports.

- Regarding the average number of days stated for re-letting a council home, he believed it would be beneficial to include a target number, if there was one.
- He believed it would be good to see an estimated cost of the development of the new leisure centre.
- He reported a typographical error on page 13 of the report as the word 'built' was repeated in relation to the number of new council homes.
- In relation to the Planning Enforcement facts on page 15 of the report, he questioned whether information regarding the recent employment of additional officers should be included.

- He felt that residents should be given some credit for how they recycle in relation to the successful bid to process and keep the income from kerbside collections. The Chairman disagreed as the District currently recycled only 46% of waste which he felt was low, he believed that there should be further education rather than thanks. Councillor N Clarke agree that recycling rates could be improved but he was constantly being questioned about the number of waste boxes and he believed that residents should be told why there was a need to separate the waste.
- He asked that information be inserted into the report in relation to staff, for example, performance, training and apprenticeship schemes.

Councillor V Richichi felt it was a good report and showed a positive way forward. In reference to the shop frontage grants in Coalville, he commented that he was not a great believer in it as he felt a reduction in business rates would benefit the town centre as a whole rather than supporting a small number of individual businesses. He asked for information on the 12 businesses that had been awarded a grant as he was not sure if the money spent was worthwhile. The Chairman felt that the scheme had made an obvious difference and this could be seen when walking through Coalville.

Councillor D Harrison welcomed the report as it was fun to read, he understood the request for more detail but he emphasised the fact that it was intended as a snapshot of information. He pointed out that the shop frontage scheme was part of a larger plan for Coalville and therefore only a starting point. He felt it was a good idea and made the area much more attractive for shoppers. He was very pleased with the reduction in days to re-let a council home and felt the Director should be complimented on the improvement.

Councillor G Hoult agreed with many of the comments made but was cautious on recommending more detail as it could deter people from reading it. Overall she welcomed the report.

Councillor P Purver agreed that staff should be mentioned in the report, especially in relation to litter picking on and around the roads as they were very clean compared to other areas. It would be useful to see information regarding man hours spent on litter picking.

50. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME

In relation to the 'Gas Supply in Rural Areas' item which had once again been deferred to the next meeting, the Chairman asked if Councillor J Geary could undertake a canvass of the area so that it was clearer who would be interested in a gas supply. Councillor J Geary responded that this had already been undertaken and 97 percent of residents would like a gas supply. He also expressed his disappointment in the amount of time this item had been on the work programme. The Director of Housing and Customer Services explained that with regard to infrastructure providers such as Cadent Gas Ltd (formerly Transco), the information he had received was that they would charge an individual household a considerable amount of money to run a gas supply to the property. He also reminded Members that Cadent Gas Ltd were a commercial business and he believed their response would be that they were under no obligation to extend the gas supply but would charge for the service. He agreed to approach them and confirm a date for a representative to attend and discuss the matter further with the Committee.

Councillor T Eynon expressed her disappointment that the Committee was still meeting after Cabinet and therefore were unable to scrutinise particular reports. She requested that the List of Local Heritage Assets report on the Executive Decision Notice for July 2018 be placed on the work programme.

The Head of Legal and Commercial Services explained that the Policy Development Group meetings had now been aligned with Cabinet meetings to ensure the quarterly performance reports could be scrutinised. Unfortunately, due to the number of Policy Development Group meetings it might not be possible for all reports to be considered before every Cabinet.

RESOLVED THAT:

The List of Local Heritage Assets report be placed on the work programme.

Councillor N Smith left the meeting at 7.05pm

Councillor V Richichi left the meeting at 7.15pm

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 7.40 pm

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP – 27 JUNE 2018

Title of report	PROVISION OF SCRUTINY TRAINING
Contacts	<p>Bev Smith Chief Executive 01530 454500 bev.smith@nwleicestershire.gov.uk</p> <p>Elizabeth Warhurst Monitoring Officer 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk</p>
Purpose of report	To consider options for the provision of scrutiny training.
Council priorities	Value for Money
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	None
Human Rights	None
Transformational Government	None
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	The report is satisfactory
Consultees	Centre for Public Scrutiny (CfPS); Strategy Group
Background papers	None.

Recommendations

THAT POLICY DEVELOPMENT GROUP RECEIVES AND NOTES THE PROPOSED SCOPE OF SCRUTINY TRAINING AS SET OUT IN THE REPORT.

1.0 BACKGROUND

- 1.1 The Monitoring Officer was asked by a member of the Policy Development Group if she could look into the potential for the delivery of scrutiny training for members of the Group to give them a better understanding of their role.
- 1.2 The Monitoring Officer made some investigations into the training which has been delivered recently at the county council by the Centre for Public Scrutiny (CfPS).
- 1.3 CfPS is the leading national body promoting and supporting excellence in governance and scrutiny. As a charity, their work has a strong track record of influencing policy and practice both nationally and locally. CfPS provides training, consultancy and conferences. Crucially they are respected and trusted to provide independent and impartial advice.
- 1.4 Following conversations with officers from the CfPS, a suggested programme has been drawn up for Members' consideration.
- 1.5 This issue was discussed at a meeting of Strategy Group on 24 April 2018.

2.0 PURPOSE AND OBJECTIVES

- 2.1 The purpose of the programme will be to facilitate and deliver a training event on a date to be agreed; to support the role of overview and scrutiny within the council and to support members to increase their understanding and experience as effective and confident scrutiny practitioners.
- 2.2 The objectives of the programme will be to give members of the Policy Development Group an increased understanding of the role and potential impact of scrutiny; to understand how scrutiny can have significant impact in supporting council performance and to explore how scrutiny can better add value to policy shaping and practice in the future.

3.0 PROPOSED PROGRAMMES

- 3.1 It is proposed to have two half-day or evening sessions. Each lasts around 3-4 hours to cover essential skills training and development.
- 3.2 The suggested workshops are as follows

Workshop 1 - Scrutiny Essentials

- Support members to increase their understanding and experience as effective and confident scrutiny practitioners
- To help improve individual member skills in the basic principles of scrutiny including powers, responsibilities and chairing skills.

- To give scrutiny members an increased understanding of the role and potential impact of scrutiny
- To understand how scrutiny can have significant impact in supporting council performance
- To explore how scrutiny can better add value to policy and practice in the future
- To ensure the focus of overview and scrutiny and its work programme is balanced and effective

Workshop 2 - Financial Scrutiny Essentials

‘We don’t need to be finance experts, we just need curious minds’

- To give councillors an understanding of the role scrutiny plays in the development and delivery of the council’s medium term financial plans and budget;
- To understand how the medium term financial plans and budget support the Council’s strategic objectives and priorities;
- How plans are developed and the various stages of planning;
- Build understanding of the role of scrutiny in the budget cycle;
- Explore how key lines of enquiry can assist and focus scrutiny in its role;
- The role of scrutiny in other areas of the council’s financial activities;
- Understand risk and the role of scrutiny in assessing it;
- Scrutinising financial performance and delivery;
- Commercialisation, new models of delivery and the role of scrutiny

4.0 COSTS

4.1 Each workshop costs £950. Therefore to hold both the proposed sessions would cost £1,900 plus reasonable travel costs for the trainer.

5.0 CONCLUSION

5.1 The training being offered by the CfPs would seem to offer value for money and in view of the elections in May 2019, these workshops will be offered as part of the induction programme next year for all members.

5.2 The induction programme will include training on a number of key issues, including planning, licensing, the forward plan, scrutiny and ICT.

5.3 All candidates for the forthcoming elections in May will receive details of the key training dates ahead of the elections in order that these dates can be diarised in good time.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP - WEDNESDAY, 27 JUNE 2018

Report Title	LEISURE VAT IMPLICATIONS
Contacts	<p>Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Strategic Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk</p> <p>Head of Finance and S151 Officer 01530 454707 tracy.bingham@nwleicestershire.gov.uk</p>
Purpose of report	To provide information to Policy Development Group views on the issue of VAT exemption on sporting services and to seek comments of the group before the matter is presented to Cabinet and Council for decision.
Council priorities	Value for Money
Implications:	
Financial/Staff	There is a financial benefit to the council in making a claim, as detailed within the report.
Link to relevant CAT	No direct implications.
Risk Management	If exemption status is claimed, but the council's leisure centres are not outsourced, payments to HMRC will be required and further significant sums payable should the council undertake any capital improvement works to its centres. Full details regarding this risk are included in the report.
Equalities Impact Screening	No direct implications.
Human Rights	No direct implications.
Transformational Government	No direct implications.
Comments of Head of Paid Service	Report is satisfactory
Comments of Section 151 Officer	As report author, the report is satisfactory.

Comments of Monitoring Officer	Report is satisfactory
Consultees	None
Background papers	None
Recommendations	THAT POLICY DEVELOPMENT GROUP NOTE THE REPORT REGARDING THE ISSUE OF VAT EXEMPTION ON SPORTING SERVICES AND PROVIDE COMMENTS TO CABINET AND COUNCIL

1.0 BACKGROUND

- 1.1 Members will be aware that the financial modelling work in respect of the decision to outsource the council's leisure centres has to date has considered the implications of VAT in terms of the likely saving that an operator can achieve which in turn flow back to the council. This VAT saving is based on the different VAT status of non-profit making organisations providing sports and leisure services. Local Authorities have in the past been required to charge VAT, resulting in a lower amount retained in respect of the provision of those services when compared to non-profit making organisations for whom there is no requirement to charge VAT, meaning that prices can be maintained and the difference between what the market will pay and what would otherwise be transferred as VAT withheld.
- 1.2 Last July, a Court of Justice for the European Union (CJEU) ruling introduced doubt in respect of this element of the future outsourcing saving, when considering a case between London Borough of Ealing and HMRC. The ruling determined that Local Authorities should not be treated differently from non-profit making organisations in respect of the charging of VAT on sports and leisure services.
- 1.3 HM Revenue and Customs (HMRC) have since accepted that certain supplies of sporting services made by local authorities can be treated as exempt from VAT. On 29 December 2017, HMRC issued guidance detailing how Local Authorities may make a claim for exemption relating to VAT incorrectly charged on supplies of sports and leisure services.
- 1.4 HMRC has acknowledged that councils may continue to rely on the UK law and account for VAT on income received from supplies of leisure services, until that law is changed. This does mean that the council could continue as it has done, accounting for VAT on leisure income, recovering all VAT incurred on related costs. If the council chose to maintain the status quo, it could not make a claim for overpaid VAT in prior years.

2.0 VAT EXEMPTION

- 1.5 A claim in respect of the past 4 years can be made to reclaim VAT paid under the existing VAT treatment method. Where a council opts to make a claim for exemption in respect of past periods, they'll be expected to continue to exempt supplies in subsequent periods.
- 1.6 However, VAT on related costs must then also be treated as attributable to the council's VAT exempt supplies and considered in the "test of insignificance".

1.7 This test of insignificance considers that the level of VAT incurred in relation to all VAT exempt business supplies is no more than 5% of the total level of VAT incurred on all goods and services. Where a “one-off” breach of the 5% test arises, it is possible to look at over a 7 year average. If the partial exemption test is breached, the local authority must repay all the VAT it has recovered in relation to all of its exempt supplies during the financial year.

3.0 REVIEW OF NWLDC OUTSOURCING BUSINESS CASE

1.8 The council has a potential claim for the past 4 years of historically overpaid VAT of approximately £1m and the ability to retain all income raised moving forward. This approach may have been taken irrespective of whether the outsource option had been pursued by the council.

1.9 However, as in 2.2 above, VAT incurred on costs would also need to be treated as attributable to VAT exempt supplies under the test of insignificance. This would include capital expenditure under the business as usual case (but not under the outsourced case, since the expenditure would be incurred in relation a “non-business activity of the council – see Table 1 below).

1.10 As a result, the most economically advantageous option to the council remains outsourcing, but with the claim for historic VAT and VAT exemption for the remaining period of time that the council delivers leisure services pursued. The table below summarises the financial position of the council, assuming exemption status is obtained.

Table 1 – Conclusion of review of outsourcing business case and business as usual position under VAT exemption

<p>Business as usual case</p>	<p>Assuming no significant capital expenditure, the business as usual case would breach the test of insignificance in the 4 years from 2016/17 to 2019/20, taking the 7 year average above 5% and a payment required to HMRC.</p> <p>Any additional capital expenditure would further exaggerate this breach and the resultant financial payment to HMRC. If the council were to continue with the build of the new facility at a cost of £20m between 2019/20 and 2020/21, this breach would reach a significant level.</p> <p>Despite the ability to then retain all income, a reduction in income can be assumed as customers would favour modernised facilities elsewhere in/outside of the district.</p> <p>If lower levels of capital investment are considered in the form of redevelopment of the Hermitage site, consideration would need to be given to the relationship between investment and the ability of the council to generate income growth.</p>
<p>Outsourced case</p>	<p>Under the outsourcing option, and assuming the claim for historic VAT and VAT exemption before transfer is pursued, the 7 year average test of insignificance should not be breached and there is no resultant payment to HMRC.</p> <p>Despite the significant £20m capital investment in the new facility, for the purposes of VAT, the council no longer makes the supply of leisure services. Typically an operator would occupy the new facility under a “peppercorn</p>

	<p>lease” arrangement, which would allow the council to recover VAT incurred on the capital investment.</p> <p>This “peppercorn lease” arrangement is common in similar circumstances and has HMRC’s approval (subject to conditions). In practice, this arrangement will mean that the council will need to grant a peppercorn lease in the new facility, once it has been constructed. Care will need to be taken to ensure that the council does not receive any consideration by way of rent. Typically the council would receive any “surplus share” in the increased use of the facilities through a payment from the operator for the right to operate the leisure facilities. This charge made by the council to the operator would be subject to VAT, and that VAT may not be recoverable in full by the operator. It is expected that during the procurement of the operator, operating models such as this will be proposed.</p> <p>Due to the committed capital investment, the outsourced option will deliver a more advantageous position in respect of income growth which will flow back to the council in the form of a committed annual “management fee and surplus share”, which will be a payment by the operator for the right to operate the facility.</p>
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1.11 In summary, the business as usual case remains non-financially viable compared to outsourcing and this position is exaggerated further when significant capital expenditure is considered. This is because, compared to business as usual the outsourced option delivers the following:

- Ability to generate income growth through sector experience,
- Ability to deliver cost efficiencies
- Ability to deliver savings through reduced NNDR costs
- Modernised (£20m +) facilities with a substantially lower risk of a detrimental VAT impact to the council and the ability to generate further growth as a result of this

4.0 RISK MANAGEMENT

1.12 Once the alternative treatment has been adopted it cannot be reversed. There is therefore the risk that if for any reason the outsourcing does not go ahead and a successful exemption claim is made, the council is locked in to this decision which will put the council in a unfavourable position in respect of undertaking any required capital investment under an in-house service (as illustrated in Table 1 above). This is because, under in-house services and the alternative VAT treatment, the partial exemption limit is triggered and sums are payable to HMRC when significant capital investment is undertaken.

1.13 In mitigation of this risk, the following has been acknowledged:

1.13.1 The council is well underway with the competitive dialogue process and have no indications at this stage that a contract will not be awarded.

1.13.2 The deadline for bidders to submit Detailed Solutions is 20 July 2018, meaning that officers will have an understanding of the level of quality of bids pre the final decision being made by Council on 11 September 2018.

1.13.3 The application to HMRC will take some time to complete before it is submitted, meaning that there is still time for the decision to proceed with the alternative VAT treatment to be reversed if necessary and before the application to HMRC is submitted.

1.14 Given the above, a recommendation will be made to Cabinet and Council to proceed with the VAT claim and ongoing alternative VAT treatment.

5.0 NEXT STEPS

1.15 The application process to make an exemption claim to HMRC requires for a number of steps to be undertaken and evidence prepared. As a result, VAT specialists from Ernst and Young, who are engaged to support the council in respect of the leisure project, will continue to assist the Head of Finance and her team in preparing a claim. The anticipated cost of preparing the claim and associated evidence is approximately £15k and will be absorbed within existing budgetary provision and off-set against the VAT reclaimed. Should there be additional support required in the event HMRC wish to further interrogate the claim, this will be called off on a day rate basis.

1.16 The decision to proceed with the claim for exemption will be presented to Cabinet on 24 July 2018 and finally to Council on 11 September 2018.

1.17 Proposals regarding use of the £1m reclaimed VAT will be subject to a future Cabinet decision, noting the intention to offset the costs of support required to make a successful claim as outlined in 5.1 above.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP – 27 JUNE 2018

Title of report	REVIEW OF PENSIONS DISCRETIONS
Contacts	<p>Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk</p> <p>Chief Executive 01530 454500 Bev.smith@nwleicestershire.gov.uk</p> <p>Head of Human Resources and Organisation Development 01530 454518 mike.murphy@nwleicestershire.gov.uk</p>
Purpose of report	To review the Council discretions in relation to the Local Government Pensions Scheme: (LGPS) to ensure they are fit for purpose.
Implications:	<p>The Council is required to determine its approach to the exercise of various discretionary functions as prescribed in the LGPS.</p> <p>In formulating its policy on Pension provisions, the Council is required by the Regulations to (1) “have regard to the extent to which the exercise of the discretionary powers (in accordance with the policy), unless properly limited, could lead to a serious loss of confidence in the public service; and (2) “be satisfied that the policy is workable, affordable and reasonable having regard to the foreseeable costs.”</p> <p>(Regulation 60 LGPS Regulations 2013 and Regulation 14 Local Government (Discretionary Payments)(Injury Allowances) Regulations 2011 and Regulation 7 Local Government (Early Termination of Employment) (Discretionary Compensation)(England and Wales) Regulations 2006</p>
Financial/Staff	The decision made by Cabinet will impact on the future financial retirement arrangements of employees and former employees who are, or have previously been, members of the Leicestershire LGPS
Risk Management	No risks.
Equalities Impact Assessment	N/A
Human Rights	N/A
Transformational Government	N/A

Comments of the Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	The report is satisfactory
Consultees	All of the Council's recognised Trade Unions have been given the opportunity to respond to a consultation on the proposals.
Background papers	Papers are held in the office of the Head of Human Resources and Organisation Development. (Room 132 Council Offices, Coalville)
Recommendations	THAT THE POLICY DEVELOPMENT GROUP COMMENT ON THE PROPOSED REVISIONS TO THE PENSIONS DISCRETIONS BEFORE THEY ARE PRESENTED TO COUNCIL FOR CONSIDERATION AND ADOPTION.

1.0 BACKGROUND

- 1.1 The Council is required to determine its approach to a number of defined pension provisions in the Local Government Pensions scheme. Some of the pension's discretions can assist both the Council and employees in a variety of situations in redundancy / efficiency situations or as a lead-in to retirement. In formulating its policies on Pension provisions, the Council is required to determine its policy position on a number of defined pensions provisions in the local government pension scheme . . .
- 1.2 A number of the discretions, if adopted, could lead to significant pension capital costs being incurred by the Council (depending on the age and service of the employee). The proposed discretions have been written to minimise the possibility of the Council facing substantial pension capital costs in the future, but to allow those discretions where there may be a "win-win" situation for the employee and the Council.
- 1.3 There is requirement for the Council to consider each request on a case by case basis, not just in the implementation of a blanket policy. So, whilst the Council has determined its overall policy steer, each case requires the exercise of a general discretion which will also be linked to demonstrable financial or operational benefit. This means that there will be cases where the Council grants an application under one of the policies and cases where the Council declines an application. The relevant decision maker under the Council's constitution is the Chief Executive in her role as Head of Paid Service.
- 1.4 Significant changes were made to the Local Government Pension Scheme in April 2014 which meant the Scheme ceased to be a final salary pension scheme and is now a "Career Average Revalued Earnings" scheme.
- 1.5 A number of changes are proposed to the discretions to allow the Council to have more flexibility to manage partial (flexible) or other retirement situations in circumstances where the Council may seek to manage workforce reductions. Broadening the discretions will potentially lead to more pension capitalisation costs for the Council, but these will be managed and assessed on a case-by-case basis.

- 1.6 A suggested change detailed below under Regulation 6 would involve an amendment to the Council's Employment Stability Policy. The proposals provide for an enhanced payment to the employee in a voluntary redundancy situation. The proposed change will provide important flexibility to manage future workforce reductions (as opposed to a pension enhancement) where the employee is not in the pension scheme or has limited service. This will not apply in every redundancy situation as there will be a balanced consideration of pension enhancement possibilities (if applicable) to each individual's circumstances.

2.0 COUNCIL PAY POLICY CONSIDERATIONS

- 2.1 Members may recall that the Council was required to produce, under the Localism Act, a Pay Policy Statement. The latest version of this was considered and agreed by Council 20 March 2018. The Pay Policy statement will be updated if the proposals are agreed by Cabinet if adopted, these discretions will apply to all employees (and in some cases former employees) irrespective of their seniority within the workforce.

- 2.2 It is suggested that the delegation arrangements for decisions in relation to the pensions discretions in this report should remain as previously noted by Cabinet in January 2012, namely that:-

"In line with the current constitutional authority the process of dealing with an application under one of the pension discretions rests with the Head of Paid Service. This function may be delegated by the Head of Paid Service to another officer. Where the Head of Paid Service considers that she is unable to deal with a particular application, for example due to a previous involvement in the case or absence/unavailability, she has decided that she will delegate responsibility for determining the application to a Director or one of the statutory officers. All applications will be considered with appropriate approval from the Head of Human Resources and Organisation Development."

- 2.3 The Pension Discretions outlined in this report replace any previous discretionary policies agreed by the Council. The current policy discretions are attached at Appendix 1 for purposes of comparison.

PROPOSED PENSION DISCRETIONS

1. LGPS Benefits Regulations - Regulation 31: Power of employer to award additional Pension.

Explanation	Proposed Council Policy	Explanation of changes
An employer may resolve to award a member additional pension of not more than £6,822 (figure as at 1 April 2018) a year within 6 months of leaving to a member whose employment was terminated on the grounds of redundancy or business efficiency.	The Council is prepared to consider the award of additional pension under this regulation if there is a clear financial or operational benefit to the Council.	The wording of this discretion has been broadened to allow greater flexibility to potentially provide for a situation where a retiring employee may benefit from the award of additional pension and there is a clear payback, salary saving or other benefit to the Council.

- 2 LGPS Benefits Regulations - Regulation 16 (2) (e) and 16 (4) (d): Funding of additional Pension's contributions (shared cost)

Explanation	Proposed Council Policy	Explanation of changes
<p>An active member in the main section of the scheme may enter into an arrangement to pay additional pension contributions (APC's) by regular contributions or a lump sum.</p> <p>Such costs may be funded in whole or in part by the member's scheme employer.</p> <p>The Employer will need to determine a policy on whether it will make a contribution towards the purchase of extra pension.</p> <p>This does not relate to cases where a member has a period of authorised unpaid leave of absence and elects within 30 days of return to work to pay a shared cost APC to cover the amount of pension "lost" during that period of absence. In these cases the employer must contribute 2/3 rds of the cost (Regulation 15 (5) of the LGPS Regulations 2013.</p>	The Council will not fund additional pension unless there is a clear financial or operational benefit to the Council.	No proposed changes

3. LGPS Regulations – Regulation 30 (6) Flexible Retirement

Explanation	Proposed Council Policy	Explanation of changes
<p>An active member who has attained the age of 55 or over who reduces working hours or grade of employment may, with the Scheme Employers consent, elect to receive immediate payment of all or part of the retirement pension to which that member would be entitled in respect of that employment if that member were not an employee in Local Government service on the date of the reduction in hours or grade, adjusted by the amount shown as appropriate in actuarial guidance issued by the Secretary of State.</p> <p>As an employer there is a requirement to determine the conditions under which a flexible retirement might be approved.</p>	<p>The Council will take all reasonable steps to accommodate an employees' request for flexible retirement. The Council has agreed to release pension where there is a clear financial or operational benefit to the Council. Under these circumstances the Council may use its discretion to waive any reduction in benefits.</p> <p>Employees will normally reduce their hours by a minimum of 40% and/or reduce their grade.</p>	<p>This discretion has been broadened to allow greater flexibility to potentially provide for situations where employees are not at the point of wanting full retirement but may wish to work part-time to ease themselves into retirement. This can lead to on-going salary savings for the Council if a previously full-time role can be undertaken on a part-time basis. Broadening the discretion may mean there are costs to the Council in paying capital costs associated with the release of the pension, so each case would need to be looked at on its merits.</p>

4. LGPS Regulations 2013 - Regulation (paragraph 1 (1) (c) of Schedule 2 to the LGPS (Transitional Provisions, Savings and Amendment) regulations 2014: Switching on rule of 85.

Explanation	Proposed Council Policy	Explanation of changes
<p>A member who has not attained normal pension age but who has attained the age of 55 or over, may elect to receive immediate payment of a retirement pension in relation to an employment if that member is not an employee in local government service in that employment, reduced by the amount shown as appropriate in actuarial guidance issued by the Secretary of State.</p> <p>In these circumstances (other than flexible retirement) the 85 year rule does not automatically apply to members who would otherwise be subject to it who choose to voluntarily draw their benefits on or after age 55 and before 60.</p> <p>The employer has the discretion to “switch on” the 85 year rule for such member. (paragraph 1(1) (c) of Schedule 2 to the LGPS (Transitional Provisions, Savings and Amendment) Regulations 2014</p> <p>If the employer does agree to switch back on the rule of 85, the cost of any strain on the fund resulting from the payment of benefits before age 60 would have to be met by the employer.</p>	<p>The Council may exercise these discretions if there is a justifiable business case. (E.g. as an alternative to a redundancy situation).</p>	<p>No proposed change</p>

5 LGPS Regulations 2013 – Regulation (paragraph 2(1) of Schedule 2 to the LGPS (Transitional Provisions, Savings and Amendment) Regulations 2014.

Explanation	Proposed Council Policy	Explanation of changes
<p>An employer has the discretion, under a number of retirement scenarios, to waive actuarial reductions on compassionate grounds.</p> <p>The cost of the pension capitalisation will fall on the Council in such situations.</p>	<p>The Council may exercise this discretion on a case by case basis if there are exceptional circumstances and there is a clear financial or operational benefit to the Council.</p>	<p>This discretion has been broadened to allow greater flexibility to potentially provide for situations where employees are seeking to take early retirement while maximising their pension benefits.</p>

There are a number of other discretions which Scheme Employers may exercise under the LGPS Regulations 2013 where there is no requirement to have a written policy. However, in the interests of transparency and equal treatment, members approved a consistent approach to the discretions as detailed below:-

1. LGPS Regulations 2013 – Regulation 17 - Shared Cost Additional Voluntary Contribution Facility

Explanation	Proposed Council Policy	Explanation of changes
<p>This discretion allows the Employer to maintain and contribute to an employee's Additional Voluntary Contribution Scheme.</p>	<p>The Council has not adopted this discretion.</p> <p>This will not have any effect on the existing AVC facility available where the employee only is able to make such contributions.</p>	<p>No change</p>

2. LGPS Regulations 2013 - Regulation 100 (6) – election to transfer within 12 months

Explanation	Proposed Council Policy	Explanation of changes
<p>This discretion allows the Employer to extend the 12 month limit a member has in which to elect to transfer other pension rights into the LGPS. This has to be with the agreement of the Administering Authority</p>	<p>The Council will not normally allow an extension of the 12 month limit</p> <p>Extenuating circumstances may apply and this would include</p> <p>Where evidence exists that an election was made within 12 months but his was not received by the administering authority.</p> <p>Where evidence exists that the member was not aware of the 12 month limit due to maladministration</p>	<p>No changes proposed</p>

3. LGPS Regulations 2013 - Regulation 22 (7) and (8) – election to aggregate within 12 months of commencement

Explanation	Proposed Council Policy	Explanation of changes
<p>This discretion allows the Employer to extend the 12 month time limit a member has within which they must elect not to have deferred benefits aggregated with their new LGPS employment</p>	<p>The Council will not normally extend this 12 month time limit</p> <p>Extenuating circumstances may apply and this would include</p> <p>Where evidence exists that an election was made within 12 months but this was not received by the administering authority</p> <p>Where evidence exists that the member was not aware of the 12 month limit due to maladministration.</p>	<p>No changes proposed</p>

4. LGPS Regulations 2013 - Regulation 21 – assumed pensionable pay.

Explanation	Proposed Council Policy	Explanation of Changes
<p>This discretion allows the Employer to determine whether to include in the calculation of assumed pensionable pay the amount of any “regular lump sum payment”.</p> <p>This is in cases where an employee’s pay needs to be calculated where their pay has been reduced due to certain absences in order that they are not unduly advantaged or disadvantaged.</p>	<p>To determine in individual cases where necessary to establish in a fair, equitable and justifiable way what the members likely pay would have been but for the absence, and in cases where this pay is to be used for future enhancements whether that level of pay would have been received every year to normal retirement age.</p>	<p>No changes proposed.</p>

6. The Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006

Provisions provide local government employers with the powers to consider making a one off lump sum payment to an employee which must not exceed 104 week's pay.

Regulation 5: Power to increase statutory redundancy payments

Explanation	Proposed Council Policy	Explanation of changes
The Employer may decide to calculate a redundancy payment entitlement as if there had been no limit on the amount of a week's pay used in the calculation.	The Council uses the actual weekly pay of the employee when calculating redundancy pay and there is no limit.	No change proposed.

7. The Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006

Regulation 6: Discretionary Compensation.

Explanation	Proposed Council Policy	Explanation of changes
A "one off" lump sum compensation payment may be awarded to an employee up to a maximum value of 104 weeks' pay, inclusive of any redundancy payment made.	<p>Compulsory redundancy The weeks payable determined according to statutory redundancy scheme multiplied by a factor of X 1.5.</p> <p>Voluntary redundancy</p> <p>On a case by case basis, taking into account the potential capital pension costs associated with an individuals' departure, an additional payment of up to 3 months contractual pay in addition to the enhanced redundancy payment.</p> <p>If the total value of pension capital costs and redundancy etc. payments is in excess of £100.000, the decision will be referred to Council for decision.</p>	<p>No change</p> <p>This is a suggested new provision to help incentivise and progress voluntary redundancies where appropriate for the Council.</p>

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APPENDIX 1.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

PENSION POLICY DISCRETIONS – JUNE 2014

These are the pension policy discretions of North West Leicestershire District Council as confirmed by the Cabinet on 24th June 2014.

1. LGPS Benefits Regulations - Regulation 31: Power of employer to award additional Pension.

Explanation	Council Policy
An employer may resolve to award a member additional pension of not more than £6,500 (figure as at 1 April 2014) a year within 6 months of leaving to a member whose employment was terminated on the grounds of redundancy or business efficiency.	The Council is not prepared to grant any discretionary enhancement under this regulation unless there is a clear financial or operational benefit to the Council.

- 2 LGPS Benefits Regulations - Regulation 16 (2) (e) and 16 (4) (d): Funding of additional Pensions contributions (shared cost)

Explanation	Council Policy
<p>An active member in the main section of the scheme may enter into an arrangement to pay additional pension contributions (APC's) by regular contributions or a lump sum.</p> <p>Such costs may be funded in whole or in part by the member's scheme employer.</p> <p>The Employer will need to determine a policy on whether it will make a contribution towards the purchase of extra pension.</p> <p>This does not relate to cases where a member has a period of authorised unpaid leave of absence and elects within 30 days of return to work to pay a shared cost APC to cover the amount of pension "lost" during that period of absence. In these cases the employer must contribute 2/3 rds of the cost (Regulation 15 (5) of the LGPS Regulations 2013.</p>	The Council will not fund additional pension unless there is a clear financial or operational benefit to the Council.

3. LGPS Regulations – Regulation 30 (b) Flexible Retirement

Explanation	Council Policy
<p>An active member who has attained the age of 55 or over who reduces working hours or grade of employment may, with the Scheme Employers consent, elect to receive immediate payment of all or part of the retirement pension to which that member would be entitled in respect of that employment if that member were not an employee in Local Government service on the date of the reduction in hours or grade, adjusted by the amount shown as appropriate in actuarial guidance issued by the Secretary of State.</p> <p>As an employer there is a requirement to determine the conditions under which a flexible retirement might be approved.</p>	<p>The Council has agreed to release pension where there is no cost and there is a clear financial or operational benefit to the Council. The Council will not waive any reduction in benefits.</p> <p>Employees will normally reduce their hours by a minimum of 40% and/or reduce their grade.</p>

4. LGPS Regulations 2013 - Regulation (paragraph 1 (1) (c) of Schedule 2 to the LGPS (Transitional Provisions, Savings and Amendment) regulations 2014:Switching on rule of 85.

Explanation	Council Policy
<p>A member who has not attained normal pension age but who has attained the age of 55 or over, may elect to receive immediate payment of a retirement pension in relation to an employment if that member is not an employee in local government service in that employment, reduced by the amount shown as appropriate in actuarial guidance issued by the Secretary of State.</p> <p>In these circumstances (other than flexible retirement) the 85 year rule does not automatically apply to members who would otherwise be subject to it who choose to voluntarily draw their benefits on or after age 55 and before 60.</p> <p>The employer has the discretion to “switch on” the 85 year rule for such member.</p> <p>If the employer does agree to switch back on the rule of 85, the cost of any strain on the fund resulting from the payment of benefits before age 60 would have to be met by the employer.</p>	<p>The Council will not apply either discretion unless there is a clear financial or operational benefit to the Council (e.g. as an alternative to a redundancy situation).</p>

5 LGPS Regulations 2013 – Regulation (paragraph 2(1) of Schedule 2 to the LGPS (Transitional Provisions, Savings and Amendment) Regulations 2014.

Explanation	Council Policy
<p>An employer has the discretion, under a number of retirement scenarios, to waive actuarial reductions on compassionate grounds.</p> <p>The cost of the pension capitalisation will fall on the Council in such situations.</p> <p>This may be on “compassionate grounds” as an example, which is not defined in the regulations.</p>	<p>The Council will not apply either discretion unless there are exceptional circumstances and there is a clear financial or operational benefit to the Council.</p>

There are a number of other discretions which Scheme Employers may exercise under the LGPS Regulations 2013 where there is no requirement to have a written policy. However, in the interests of transparency and equal treatment, members approved a consistent approach to the discretions as detailed below:-

1. LGPS Regulations 2013 – Regulation 17 - Shared Cost Additional Voluntary Contribution Facility

Explanation	Council Policy
<p>This discretion allows the Employer to maintain and contribute to an employee's Additional Voluntary Contribution Scheme.</p>	<p>The Council has not adopted this discretion.</p> <p>This will not have any effect on the existing AVC facility available where the employee only is able to make such contributions.</p>

2. LGPS Regulations 2013 - Regulation 100 (6) – election to transfer within 12 months

Explanation	Council Policy
<p>This discretion allows the Employer extend the 12 month limit a member has in which to elect to transfer other pension rights into the LGPS. This has to be with the agreement of the Administering Authority</p>	<p>The Council will not normally allow an extension of the 12 month limit</p> <p>Extenuating circumstances may apply and this would include</p> <ul style="list-style-type: none"> • Where evidence exists that an election was made within 12 months but his was not received by the administering authority. • Where evidence exists that the member was not aware of the 12 month limit due to maladministration

3. LGPS Regulations 2013 - Regulation 22 (7) and (8) – election to aggregate within 12 months of commencement

Explanation	Council Policy
<p>This discretion allows the Employer to extend the 12 month time limit a member has within which they must elect not to have deferred benefits aggregated with their new LGPS employment</p>	<p>The Council will not normally extend this 12 month time limit</p> <p>Extenuating circumstances may apply and this would include</p> <ul style="list-style-type: none"> • Where evidence exists that an election was made within 12 months but this was not received by the administering authority • Where evidence exists that the member was not aware of the 12 month limit due to maladministration

4. LGPS Regulations 2013 - Regulation 21 – assumed pensionable pay.

Explanation	Council Policy
<p>This discretion allows the Employer to determine whether to include in the calculation of assumed pensionable pay the amount of any “regular lump sum payment”.</p> <p>This is in cases where an employee’s pay needs to be calculated where their pay has been reduced due to certain absences in order that they are not unduly advantaged or disadvantaged.</p>	<p>To determine in individual cases where necessary to establish in a fair, equitable and justifiable way what the members likely pay would have been but for the absence, and in cases where this pay is to be used for future enhancements whether that level of pay would have been received every year to normal retirement age.</p>

5. The Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006

Provisions provide local government employers with the powers to consider making a one off lump sum payment to an employee which must not exceed 104 week's pay.

Regulation 5: Power to increase statutory redundancy payments

Explanation	Council Policy
The Employer may decide to calculate a redundancy payment entitlement as if there had been no limit on the amount of a week's pay used in the calculation.	The Council uses the actual weekly pay of the employee when calculating redundancy pay and there is no limit.

6. The Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006

Regulation 6: Discretionary Compensation.

Explanation	Council Policy
A "one off" lump sum compensation payment may be awarded to an employee up to a maximum value of 104 weeks pay, inclusive of any redundancy payment made.	Redundancy weeks payable determined according to statutory redundancy scheme multiplied by a factor of X 1.5.

For further information please contact the HR Team hr@nwleicestershire.gov.uk

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP – 27 JUNE 2018

Title of report	WORKFORCE AND AGENCY COSTS
Contacts	<p>Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk</p> <p>Chief Executive 01530 454500 Bev.smith@nwleicestershire.gov.uk</p> <p>Head of Human Resources and Organisation Development 01530 454518 mike.murphy@nwleicestershire.gov.uk</p>
Purpose of report	To provide information on workforce metrics and costs including spend on agency workers.
Implications:	
Financial/Staff	This purpose of this report is to provide information on staffing arrangements and to detail the approaches being undertaken by officers to ensure the workforce is being effectively deployed to achieve optimum efficiency.
Risk Management	No risks.
Equalities Impact Assessment	N/A
Human Rights	N/A
Transformational Government	N/A
Comments of the Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	The report is satisfactory
Consultees	All of the Council's recognised Trade Unions have been given the opportunity to respond to a consultation on the proposals.

Background papers	Papers are held in the office of the Head of Human Resources and Organisation Development. (Room 132 Council Offices, Coalville)
Recommendations	THAT THE POLICY DEVELOPMENT GROUP COMMENT ON THE PROPOSED TARGETTED REDUCTIONS IN THE USE OF AGENCY WORKERS, AND THE WORKFORCE METRICS BEFORE THEY ARE PRESENTED TO CABINET FOR CONSIDERATION / ADOPTION.

1.0 BACKGROUND

- 1.1 This report follows discussion at full Council on the 27 February 2018 where members sought further information about the future management of the Council's workforce and the scale and usage of Agency workers. This report also considers some of the future workforce challenges and our plans to address those to ensure we have an effective and productive labour force in the years ahead.
- 1.2 The spend on the Council's workforce, be it those directly employed or under an Agency worker arrangement is significant, accounting for £18m of the Councils budget in 2017/18. The agency spend as a proportion of that paybill was 10% or £1.8m. It is important to note that all of this expenditure on permanent staff and agency workers was funded within the approved staffing budgets.
- 1.3 The size of the Council's workforce inevitably fluctuates over time. The table below shows the number of full-time equivalent permanent employees employed at the end of the financial years.

2008/9	2009/10	2010/11	2011/12	2012/13
489	480	460	456	466
2013/14	2014/15	2015/16	2016/17	2017/18
461	450	442	446	444

Over a 10 year period there has been a gradual decline in the number of full-time-equivalent employees engaged in employment within the Council, representing a 9.2% decline in the period. The national decline in the numbers of employees employed in all Local Government sectors (including Unitary and County Councils) was higher at around 28% for the same period. It is relevant to note that this Council has retained its services in-house during that period, a consideration that has not applied to all Local Government tiers and Councils so these statistics should be viewed with some caution. Approximately 100 full time equivalent employees will transfer from Council employment when the new Coalville Leisure Centre is outsourced during 2019/20. This will have a significant impact on the overall size and future management of the workforce, particularly the central support services.

- 1.4 The vast majority of the Council's spend on Agency workers is managed through a procured framework agreement where a single company channels and manages requests for workers who are then sourced from agencies linked to the agreement. This umbrella arrangement has a number of benefits for the council - it provides a single point of contact for recruiting officers, leads to reduced and standardised rates of commission, provides accuracy and transparency of charges and savings, and provides the opportunity for 'local' and SME suppliers to operate within the supplier's supply chain.

- 1.5 The use of Agency workers in the Council has increased when compared to the previous year, accounting for over £1.8m in 2017/18.

Agency Spend

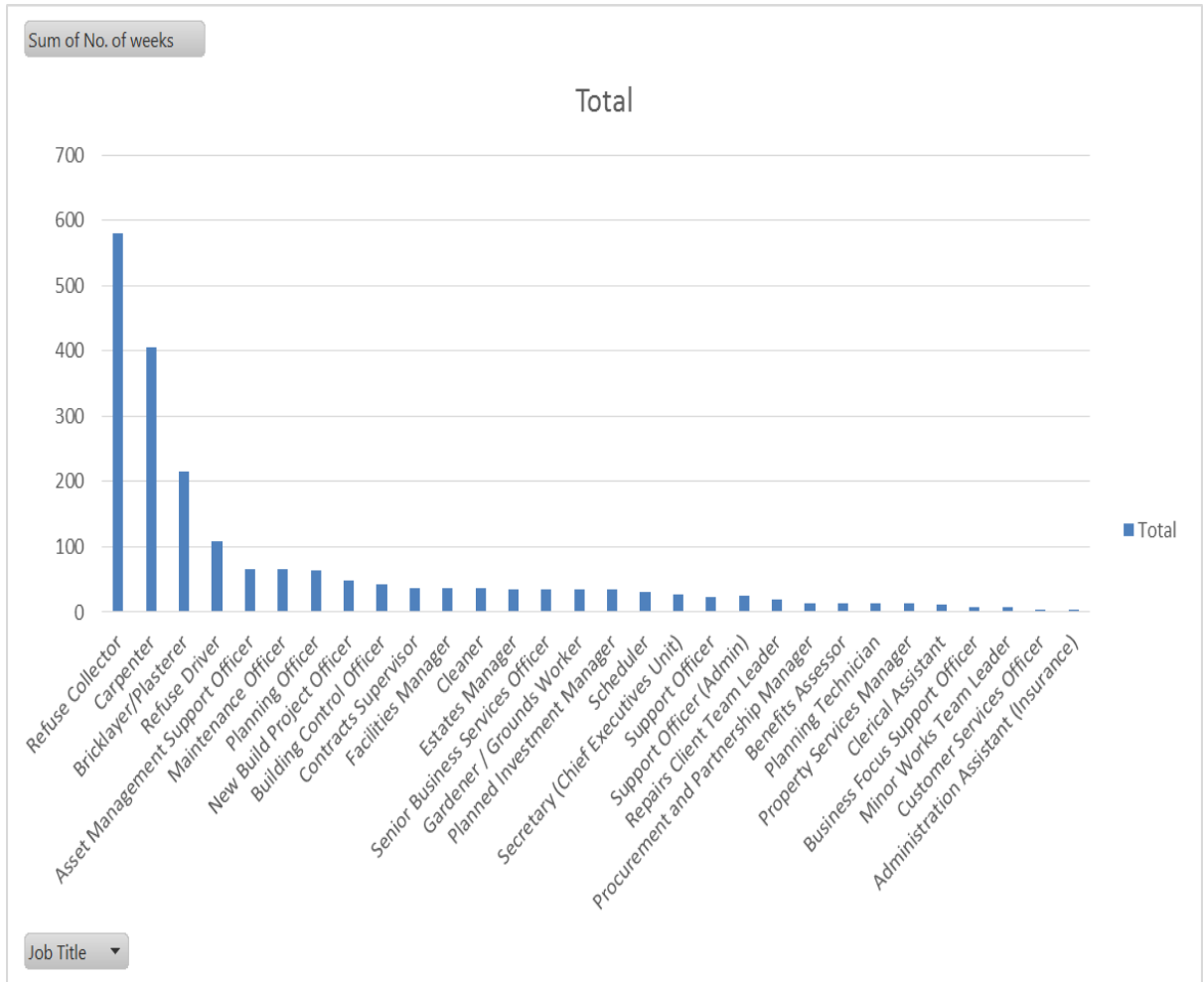
2015/16	2016/17	2017/18
£1,289,939	£1,292,110	£1,873,345

Percentage of workforce spend on Agency workers

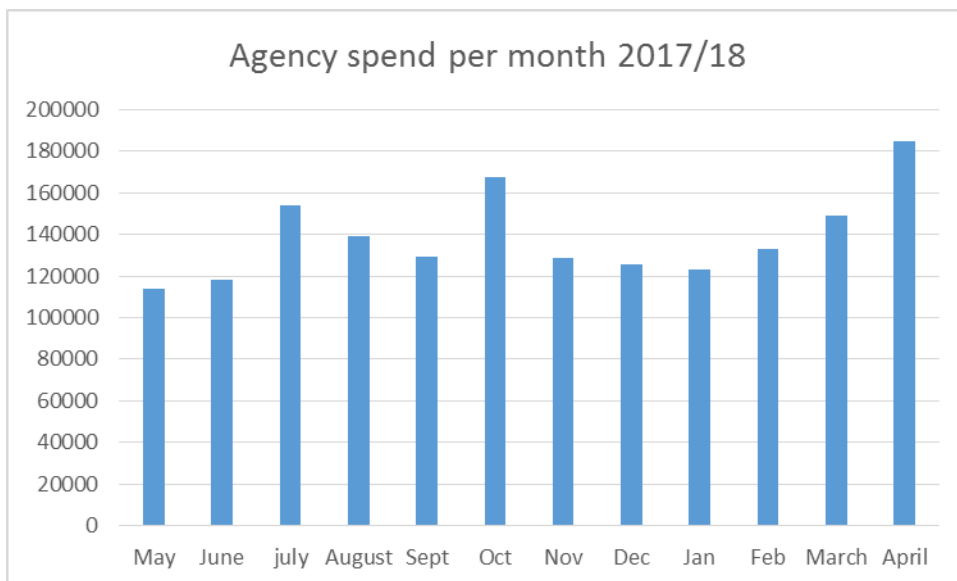
2015/16	2016/17	2017/18
7.91%	7.63%	10.5%

- 1.6 Agency workers have traditionally been used to cover short term work requirements which can include short and long term sickness absence cover, holidays, planned peaks in work, and project work. We have experienced recruitment difficulties in some occupational areas and have needed to rely on Agency worker support (often paying premium rates) to back-fill permanent vacancies. While this is not always desirable, it has been necessary to maintain levels of service provision. The occupational areas affected recently by these recruitment problems include Housing repairs, Building Control, Enforcement and some legal roles. Agency workers and consultants have also been used to undertake short term project roles or where there is a need for specific skills or knowledge for a time-bound period.
- 1.7 The biggest user of Agency workers in the Council during 2017/18 (in terms of spend) was the Housing Repairs service, which accounted for 61% of the spend.

The graph below shows the jobs that agency staff were engaged in during 2016/17 and also demonstrates the total number of weeks such staff were cumulatively utilised for.

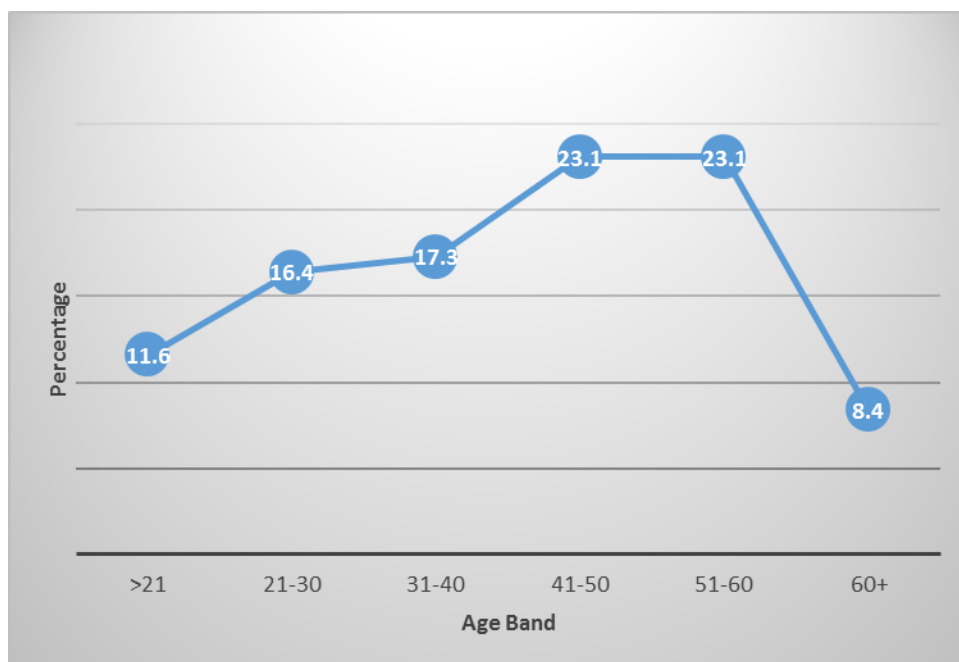


1.8 The table below shows the monthly spend on Agency employees during 2017/18.



- 1.9 Corporate Leadership Team (CLT) have taken a pro-active approach to the management of Agency employees, recognising that while they have their contribution to make to the workforce, the preferred position is to recruit to posts on a permanent basis. Following two reports to CLT in October 2017 and February 2018, controls have now been put in place to manage the recruitment of Agency workers where the contract is requested to extend beyond a period of 12 weeks. Services have been asked to consider how they can reduce their reliance on Agency workers and extensions to agency worker contracts will be reviewed and challenged. These measures are anticipated to reduce the Council's reliance and spend on Agency workers during 2018/19 and beyond.
- 2.0 The biggest user of Agency workers, the Housing repairs service, had previously struggled to recruit to permanent roles in skilled craft jobs such as electricians and plumbers and some managerial roles etc. The craft role situation has now been addressed through the successful negotiation of a new local agreement for craft workers which has improved the pay rates and offer for those occupations. Recruitment arrangements are now being put in place to seek to recruit permanently to these job vacancies and we are anticipating that there will be some permanent recruitments from individuals currently engaged as agency workers with us. A job fair is being held at Stevenson's College on the 20th June 2018 to seek to fill some of these vacancies. There is a need to manage staff numbers carefully in the Refuse and recycling service to ensure there is sufficient cover to provide critical daily service continuity to cover for sickness absences, holidays etc. However it is recognised that more can be done to reduce the reliance on Agency personnel in that area too.
- 2.1 The Council is committed to reducing the current level of reliance on Agency employees, and this has been reaffirmed by the Corporate Leadership Team. However, we recognise that this will take some time to manage through and to effect these changes. Accordingly we intend to set challenging targets to reduce the Agency spend to £1.4m during 2018/19 and then to £1m in 2019/20, and to £800K in 2020/21.
- 2.2 The financial challenges facing the Council documented in the Medium Term Financial Strategy will be linked to the effective and efficient operation of the workforce, as employee costs are one of our biggest budgets. Where workforce reductions are required we will seek to work with employees and trade unions to achieve mutually acceptable solutions – and a separate report on Pensions discretions on the Policy and Development Group agenda is seeking to provide more scope and flexibility to both the Council and affected individuals when managing redundancy, retirement and business efficiency situations.
- 2.3 The Council is embarking on a programme of digital transformation with the first services recently made accessible through the revamped Council website. As the programme progresses, more customer activities will be driven through self-serve on the website. These developments are likely to impact on staffing requirements over time as there will be a requirement for different skillsets and competences in the workforce. This is one example of where we will be looking to constantly review and improve the efficiency and effectiveness of processes and the workforce.
- 2.4 The senior management structure of the Council was reviewed in January 2018 and with the exception of the recently departed Head of Planning and Infrastructure, all of the roles at Corporate Leadership Team level have now been filled. The review of the senior management structure led to savings of £115K per annum, and we are now progressing with a second stage of the restructure which is anticipated to lead to savings of \$40K per annum in respect of the General fund and £25K to the Housing Revenue Account.

3.0 AGE PROFILE



3.1 The chart shows the current (May 2018) age profile of the Councils workforce. In common with other local Authorities and employers in our sector, we have an ageing workforce profile, with over 30% of the workforce aged over 50 years of age, and relatively low proportions of employees in the lower age bands. These percentages partly reflect the wider demographic changes in society – in 1992 one in five people in employment was aged over 50, today it is more than one in four, and this trend is set to intensify as the working-age population in the UK is predicted to stagnate over the coming decades.

3.2 We will need to take steps to consider how, as an employer, we will mitigate the risks of population change and other national and local developments that impact on our workforce, and these considerations will form part of our developing people plan.

The people plan is currently being developed in conjunction with employees, managers and trade unions and will be presented to members at PDG and Cabinet during the late summer 2018.

3.3 The People plan is likely to be based around 5 key themes

- **Being an Employer of Choice** – we will attract and retain the best staff, recognising the contribution they make.
- **Developing and Supporting** – we will develop and support staff to fulfil their potential and meet their career aspirations through a coaching culture
- **Providing Effective Leadership** – we will promote, champion and support leadership based on inspiration and vision not edict

- **Having a Healthy and Happy workforce** – we will foster a culture of inclusivity, good health and well-being.
- **Communicating and Listening** – ensuring we have effective communication methods and engagement with the workforce

3.4 The People plan will shape the workforce in terms of skills, capacity and resourcing. The associated action plan will include revisiting and reviewing our policies to enable a more flexible approach to the management of establishment costs in line with future requirements.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**POLICY DEVELOPMENT GROUP - WEDNESDAY, 27 JUNE 2018**

Report Title	NORTH WEST LEICESTERSHIRE HEALTH AND WELLBEING STRATEGY
Contacts	<p>Councillor Alison Smith MBE 01530 835668 alison.smith@nwleicestershire.gov.uk</p> <p>Paul Sanders, Head of Community Services 01530 454832 paul.sanders@nwleicestershire.gov.uk</p> <p>Jason Knight, Leisure Services Team Manager 01530 454602 jason.knight@nwleicestershire.gov.uk</p>
Purpose of report	To notify Policy Development Group of the process to develop a Health and Wellbeing Strategy for NWL, and to commence consultation with Members
Council priorities	Homes and Communities
Implications:	
Financial/Staff	To be funded from existing budgets
Link to relevant CAT	None
Risk Management	None
Equalities Impact Screening	To be undertaken
Human Rights	None
Transformational Government	None
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	Leisure Services Team Manager, Planning Policy Team Manager, Health Improvement Officer, Leicester-Shire and Rutland Sport, Sport England, National Governing Bodies of Sport, Parish and Town Councils, NWL School Sports Partnership, NWL Staying Healthy Partnership, NWL Local Sports Alliance
Background papers	None
Recommendations	POLICY DEVELOPMENT GROUP NOTE THE PROCESS AND TIMELINES TO DEVELOP A NWL HEALTH AND WELLBEING STRATEGY AND ENGAGE IN THE CONSULTATION PROCESS

1.0 CONTEXT

- 1.1 A key task within the NWLDC Council Delivery Plan 2018/19 is to 'Work with health partners to develop a health and wellbeing strategy for North West Leicestershire'. This will contribute to the priority of 'Homes and Communities' and the aim of 'improving the quality of life for our residents'
- 1.2 An appropriate procurement process has been followed which identified KKP as a preferred consultant to deliver the strategy.
- 1.3 The intention is that the strategy will determine clear vision and associated priorities for the future facilitation and delivery of health and wellbeing locally and identify where and how the various agencies involved will contribute to, support, promote and deliver this.
- 1.4 The ambition is that the strategy will set out a long-term vision accompanied by more specific objectives that apply to the immediate five year period up to 2023.
- 1.5 As such, it will be the primary document used to inform and shape health and wellbeing planning and activity in the authority influencing the work of a range of council departments and partner agencies.
- 1.6 The document will also influence the workplace health of organisations, linking specifically to the Council's forthcoming Developing People Plan.

2.0 SPORT AND LEISURE PROJECT

- 2.1 The development of the strategy will run in tandem with the appointment of a contractor to manage Hermitage and Hood Park Leisure Centres and to build the new Coalville Leisure Centre.
- 2.2 The successful contractor will need to evidence how they will improve health, wellbeing, social and community outcomes in line with the priorities within the strategy.

3.0 TIMESCALES

- 3.1 An identified framework will be followed by KKP which involves engagement with key stakeholders such as council services, Members, Public Health, the CCG, Leicester-Shire and Rutland Sport, and parish and town councils, for example.
- 3.2 It is anticipated that the strategy and associated action plan will be completed by the end of the year.

4.0 POLICY DEVELOPMENT GROUP

- 4.1 A presentation will be made to Policy Development Group highlighting the context and process for the development of the strategy.
- 4.2 KKP will be in attendance at the meeting to highlight the initial key findings from the consultation undertaken with stakeholders to date.
- 4.3 KKP will also use the meeting as an opportunity to commence the consultation process with Members.
- 4.4 There will be further opportunities for Members to be engaged as part of the consultation process over the next few weeks.

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POLICY DEVELOPMENT GROUP – WORK PROGRAMME (as at 19/06/18)

Date of Meeting	Item	Lead Officer	Witnesses
19 September 2018			
19 September 2018	Gas Supply in Rural Areas (Discussion item to question invited guests)	Glyn Jones, Strategic Director of Housing and Customer Services	Representatives from the most appropriate agency
19 September 2018	HS2 Update	James Arnold, Strategic Director of Place	None
19 September 2018	2018/19 Quarter 1 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development	None
19 September 2018	Sports and Leisure Project Update	Paul Sanders, Head of Community Services	None
19 September 2018	Use of Bailiffs Review	Chris Lambert, Head of Housing and Asset Management	None
19 September 2018	The Council's Approach to Fly Tipping	Paul Sanders, Head of Community Services	None
14 November 2018			
14 November 2018	2018/19 Quarter 2 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development	None
9 January 2019			
None scheduled			
6 March 2019			
6 March 2019	2018/19 Quarter 3 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development	None

12 June 2019

12 June 2019

2018/19 Quarter 4 Performance Report

Mike Murphy, Head of Human Resources and Organisational Development

Notice of Executive Key Decisions

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

The date of publication of this notice is Friday, 22 June 2018. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on 24 July 2018 is 5pm Friday, 13 July 2018.**

Key Decisions

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

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

The Council's Executive

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

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

Confidential Items and Private Meetings of the Executive

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

Access to Agenda and Related Documents

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

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

Executive Decisions

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
July 2018						
Review of 2018 - 2023 Medium Term Financial Strategy	Cabinet	Key	Public	24 July 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Review of 2018 - 2023 Medium Term Financial Strategy
Marlborough Square	Cabinet	Key	Public	24 July 2018	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Economic Regeneration Tel: 01530 454752 mark.fiander@nwleicestershire.gov.uk	Report Marlborough Square
PROPOSED SUPPLEMENTARY PLANNING DOCUMENTS - ASHBY DE LA ZOUCH AND COALVILLE CYCLING STRATEGIES	Cabinet	Key	Public	24 July 2018	Councillor Trevor Pendleton Tel: 01509 569746 trevor.pendleton@nwleicestershire.gov.uk Strategic Director of Place Tel: 01530 454555 james.arnold@nwleicestershire.gov.uk	Report PROPOSED SUPPLEMENTARY PLANNING DOCUMENTS - ASHBY DE LA ZOUCH AND COALVILLE CYCLING STRATEGIES

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Minutes of the Coalville Special Expenses Working Party	Cabinet	Non-Key	Public	24 July 2018	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Report Minutes of the Coalville Special Expenses Working Party
Market Provision in Coalville	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	24 July 2018	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Report and Annexes Market Provision in Coalville
August 2018						
There are no meetings scheduled.						
September 2018						

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
List of local heritage assets	Cabinet	Key	Public	18 September 2018	Councillor Trevor Pendleton Tel: 01509 569746 trevor.pendleton@nwleicestershire.gov.uk Strategic Director of Place Tel: 01530 454555 james.arnold@nwleicestershire.gov.uk	Thematic lists including lists of education buildings, places of worship, commemorative structures and suburban and small country houses. List of local heritage assets
Enforcement Policy - Planning Enforcement	Cabinet	Key	Public	18 September 2018	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	The enforcement policy Enforcement Policy - Planning Enforcement
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Non-Key	Part Private Information relating to the financial or business affairs of any particular person (including the authority holding that information) Some background papers contain exempt information	18 September 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
October 2018						
2018/19 Quarter 1 Performance Report	Cabinet	Non-Key	Public	9 October 2018	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk	Report 2018/19 Quarter 1 Performance Report
An update on the procurement process for the sport and leisure project	Cabinet	Key	Private Confidential procurement process in line with OJEU	9 October 2018	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	An update on the procurement process for the sport and leisure project
November 2018						
Minutes of the Coalville Special Expenses Working Party	Cabinet	Non-Key	Public	13 November 2018	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	
December 2018						

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Draft 2019/20 General Fund and Special Expenses Revenue Budgets	Cabinet	Key	Public	11 December 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Draft 2019/20 General Fund and Special Expenses Revenue Budgets
2019/20 - 2023/24 Draft Capital Programmes and 2019/20 Capital Strategy	Cabinet	Key	Public	11 December 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019/20 - 2023/24 Draft Capital Programmes and 2019/20 Capital Strategy
2019/20 Housing Revenue Account (HRA) Budget Proposals	Cabinet	Key	Public	11 December 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019/20 Housing Revenue Account (HRA) Budget Proposals
2018/19 Quarter 2 Performance Report	Cabinet	Non-Key	Public	11 December 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk	Report 2018/19 Quarter 2 Performance Report

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
2019 - 2024 Medium Term Financial Strategy	Cabinet	Key	Public	11 December 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019 - 2024 Medium Term Financial Strategy
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Part Private Information relating to the financial or business affairs of any particular person (including the authority holding that information) Some background papers contain exempt information	11 December 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs
January 2019						
Council Tax Base 2019/20	Cabinet	Key	Public	15 January 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Council Tax Base 2019/20

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Minutes of the Coalville Special Expenses Working Party	Cabinet	Non-Key	Public	15 January 2019	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	
February 2019						
2019/20 General Fund and Special Expenses Revenue Budgets	Cabinet	Key	Public	5 February 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019/20 General Fund and Special Expenses Revenue Budgets
2019/20 - 2023/24 Capital Programmes and 2019/20 Capital Strategy	Cabinet	Key	Public	5 February 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019/20 - 2023/24 Capital Programmes and 2019/20 Capital Strategy
2019/20 Housing Revenue Account (HRA) Budget and Rent Increase	Cabinet	Key	Public	5 February 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019/20 Housing Revenue Account (HRA) Budget and Rent Increase

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
2019 - 2024 Medium Term Financial Strategy	Cabinet	Key	Public	5 February 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019 - 2024 Medium Term Financial Strategy
2019/20 Treasury Management Strategy Statement and Prudential Indicators	Cabinet	Key	Public	5 February 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019/20 Treasury Management Strategy Statement and Prudential Indicators
Confirmation of the appointment of the successful bidder for the sport and leisure project	Cabinet	Key	Private Confidential procurement process in line with OJEU	5 February 2019	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Confirmation of the appointment of the successful bidder for the sport and leisure project
March 2019						

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Part Private Information relating to the financial or business affairs of any particular person (including the authority holding that information) Background papers contain confidential information	5 March 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Report Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs
Proposed Council Delivery Plan	Cabinet	Key	Public	5 March 2019	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Legal and Commercial Services Tel: 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk	Report
April 2019						
2018/19 Quarter 3 Performance Report	Cabinet	Non-Key	Public	9 April 2019	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk	Report 2018/19 Quarter 3 Performance Report