

Meeting	CABINET
Time/Day/Date	5.00 pm on Tuesday, 29 July 2014
Location	Board Room, Council Offices, Coalville
Officer to contact	Democratic Services (01530 454512)

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

PART A

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MINUTES of a meeting of the CABINET held in the Board Room, Council Offices, Coalville on TUESDAY, 24 JUNE 2014

Present: Councillor R Blunt (Chairman)

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

In Attendance: Councillors D De Lacy, D Everitt, J Geary, R Johnson, S Sheahan and L Spence

Officers: Mr S Bambrick, Mr R Bowmer, Ms C E Fisher, Mrs C Hammond and Miss E Warhurst

1. APOLOGIES FOR ABSENCE

There were no apologies received.

2. DECLARATION OF INTERESTS

Ms C E Fisher declared an interest in item 11 – Reviews of Pensions Discretions and advised that she would leave the meeting during the consideration of this item.

3. PUBLIC QUESTION AND ANSWER SESSION

There were no public questions received.

4. MINUTES

Consideration was given to the minutes of the meeting held on 4 March 2014.

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

RESOLVED THAT:

The minutes of the meeting held on 4 March 2014 be approved and signed by the Chairman as a correct record.

Reason for decision: To comply with the Constitution.

5. ENVIRONMENTAL HEALTH FOOD SAFETY SERVICE DELIVERY PLAN 2014/15

The Community Services Portfolio Holder presented the report to Members.

She highlighted that it had been a very successful year again for the team, that an enhanced level of support had been provided to 30 food establishments failing to comply with the law and that the number of establishments achieving a rating of 3 stars or higher on the Food Hygiene Rating Scheme had increased from 770 to 881. She informed Members that the draft 2014/15 service plan would again focus on the high risk establishments.

Councillor A V Smith congratulated the Environmental Health Team on their continued hard work in improving the standards of the district's food establishments.

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

RESOLVED THAT:

1. The Environmental Health Food Safety Service Delivery Plan 2014/15 appended to this report be approved;

2. The performance and achievements in 2013/14 be noted.

Reason for decision: To approve the content of the Food Safety Service Delivery Plan 2014/15 as required by the Food Standards Agency.

6. EAST MIDLANDS AIRPORT SUSTAINABLE DEVELOPMENT PLAN (MASTER PLAN) CONSULTATION

The Regeneration and Planning Portfolio Holder presented the report to Members.

He outlined the areas of the plan, highlighting that there would be no need for a second runway to be built and that any new development would take place within the boundaries of the airport. He advised Members that with the increase of tonnage and passengers, the Council would be asking the airport to give further consideration to committing to the provision of additional bus services.

The Chief Executive advised Members that through the consultation response, it would be timely to push forward, along with other service/employment providers, the consideration of a bus service to link the north and south of the District, suggesting that this be recommended through the work of the LLEP.

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

RESOLVED THAT:

The Council advises East Midlands Airport that:

1. The commitment to review the Master Plan every 5 years is welcomed;
2. The vision should be amended to reflect the need to balance economic considerations against other impacts, particularly environmental.
3. It supports the targets for both single occupancy car usage and passenger access by public transport;
4. Progress towards these targets should be monitored as part of the airport's annual monitoring report;
5. It considers that the list of priority new bus services should be reconsidered;
6. Requests that further consideration be given by the airport to providing a firmer commitment to the provision of additional bus services to serve the airport;
7. The future land use plan needs to be made clearer;
8. Additional evidence is required to support the forecasts of 10 million passengers and 700,000 tonnes of cargo by 2040 otherwise the department of transport forecast should be used to provide the basis for the Master Plan;
9. In the event that the department of transport forecasts are used then the need for additional facilities be reassessed accordingly;
10. It would be helpful if interim forecasts for the period up to 2040 were included in the Master Plan;

11. Future annual monitoring reports should assess progress against both the department of transport forecasts and the airports forecasts;
12. The option to extend the runway permission is not available and so the consent should either be implemented or allowed to lapse with submission of a new application to extend the runway when required;
13. It welcomes the clarity in the Master Plan that a second runway is not likely to be needed by 2040;
14. It notes the proposals in respect of the Pegasus Business Park, the provision of a new cargo area at the eastern end of the runway and additional car parking south of Argosy Road and will give consideration to these as part of preparing the Council's new Local Plan;
15. It notes the suggestion for possible additional employment land south of the A453 and will give consideration to this as part of preparing the Council's new Local Plan;
16. The design of any scheme for water storage capacity gives full consideration to the potential impact upon properties and settlements downstream of the airport;
17. It notes and welcomes the commitment in the Master Plan to 'limit and reduce where possible the number of people affected by noise';
18. Further information should be provided to support the identification of a noise envelope based on noise contours rather than any of the other alternatives referred to in the aviation framework;
19. It considers that a separate consultation should be undertaken in respect of the noise action plan so that stakeholders can better understand the likely implications of the provisions of the Master Plan in respect of noise.
20. It welcomes the inclusion of a specific section setting out how the airport will work with local communities;
21. It welcomes the range of community initiatives identified;
22. That with the support of the LLEP, the airport considers working with other providers in the area to support new bus services to link the north and south of the district.

Reason for decision: To agree the Council's position.

7. STRATEGIC RAIL FREIGHT INTERCHANGE (SRFI) UPDATE

The Regeneration and Planning Portfolio Holder presented the report to Members.

He advised Members that the project was classified as a nationally significant infrastructure project and therefore too large to be considered by the authority. He highlighted the proposed programme for consideration and that a local impact assessment would be jointly produced with Leicestershire County Council.

It was moved by Councillor T J Pendleton, seconded by Councillor R Blunt and

RESOLVED THAT:

Cabinet notes:

1. The commencement of the consultation by Roxhill on the East Midlands Gateway Strategic Rail Freight Interchange proposal.
2. The anticipated impacts of the proposed development that the Council needs to assess in making representations to the Planning Inspectorate.
3. The proposed programme for the determination of the proposal by the Planning Inspectorate.

Reason for decision: For update and information; no decision required.

8. LEICESTER AND LEICESTERSHIRE JOINT STRATEGIC PLANNING SUPPORT

The Leader presented the report to Members.

He advised Members that the Leicestershire authorities would be collaborating on their Local Plans and it had been recommended by the Housing Planning and Infrastructure Group (HPIG), of which the Chief Executive was chair, that a Joint Strategic Planning Manager function be created to coordinate the authorities. He highlighted that the cost to the authority would be £140,000 for two years, however HPIG had agreed to share the cost in ten equal parts, therefore the actual cost to the authority would be £14,000. He informed Cabinet, that with this in mind, they were being asked to waive the Contract Procedure Rules to allow a less complex route to be followed in the engagement of an individual or organisation to provide the function.

It was moved by Councillor R Blunt, seconded by Councillor R D Bayliss and

RESOLVED THAT:

Cabinet:

1. Notes the work of the Chief Executive to date in relation to joint working between Leicester City Council and the Leicestershire Authorities;
2. Delegates to the Chief Executive authority to contract for the services of the Leicester and Leicestershire Joint Strategic Planning Manager function; and
3. Waives Contract Procedure Rule 5.16 so that the Chief Executive may seek quotes for the provision of services in relation to the Leicester and Leicestershire Joint Strategic Planning Manager Function.

Reason for decision: As the value of the contract exceeds the delegated threshold, Cabinet are asked to award the services contract for the Leicester and Leicestershire Joint Strategic Planning Manager.

9. DESIGNATION OF COALVILLE CONSERVATION AREA

The Regeneration and Planning Portfolio Holder presented the report to Members.

He explained the difference between conservation and preservation, and that with the designation of Coalville as a conservation area, it would allow for the Council to prepare a bid to the Heritage Lottery Fund for Townscape Heritage Funding. He informed Members that following agreement from Cabinet a 21 day public consultation would be carried out.

Councillor R Blunt congratulated the Conservation officer for all the work that had been put into preparing the appraisal and management plan and expressed his support for the designation, which could assist with the regeneration of the town centre.

It was moved by Councillor T J Pendleton, seconded by Councillor R Blunt and

RESOLVED THAT:

Cabinet:

1. Approves in principle the designation of a Conservation Area in Coalville Town Centre with powers under Section 69 of Planning (Listed Buildings and Conservation Areas) Act 1990;
2. Agrees the Management Plan and Boundary in Appendix 1 as the basis for a 21 day consultation;
3. Delegates the final designation, in consideration of the consultation to the Director of Services in consultation with the Regeneration and Planning Portfolio Holder.
4. Agree to the preparation of a bid to the Heritage Lottery Fund for "Townscape Heritage Funding".

Reason for decision: To discharge the duty placed upon the Council by S69 of the Planning (Listed Buildings and Conservation Areas) Act 1990 and to recognise that Coalville has a special architectural or historic interest (as described within the Character Appraisal) which is worthy of protection under the planning system and to create a mechanism to provide that protection.

10. FORMER TENANT RENT ARREARS, CURRENT TENANT RENT ARREARS, COUNCIL TAX, NON DOMESTIC RATES AND SUNDRY DEBTOR WRITE-OFFS

The Corporate Portfolio Holder presented the report to Members.

It was moved by Councillor N J Rushton, seconded by Councillor R D Bayliss and

RESOLVED THAT:

1. Cabinet approves the write offs over £10,000 detailed in this report.
2. Cabinet notes the amounts written off under delegated powers.

Reason for decision: To comply with proper accounting practices.

Having declared an interest in the next item, Ms C E Fisher left the room whilst it was being considered.

11. REVIEW OF PENSIONS DISCRETIONS

The Corporate Portfolio Holder presented the report to Members.

He advised Members that following changes to the Local Government Pension Scheme from 1 April 2014, in which benefits for service after 31 March 2014 will accrue on a career average revalued earnings (CARE) basis, rather than on a final salary basis, the Council, as an employing body was required to formulate, publish and keep under review a Statement of Policy on certain discretions which it has the power exercise in relation to members of the CARE scheme.

It was moved by Councillor N J Rushton, seconded by Councillor R D Bayliss and

RESOLVED THAT:

1. Cabinet accepts the recommendations of the reviewed pension policies as set out in appendix 1 of this report.
2. Cabinet endorses the decision delegation arrangements as detailed in paragraph 2.2 of this report.

Reason for decision: There is a legal requirement to review the policies that the Council has in place in relation to the exercise of discretionary functions under the Local Government Pension Scheme Administration Regulations by the end of June 2014.

Ms C E Fisher returned to the meeting.

12. 2013/14 QUARTER 4 PERFORMANCE REPORT MANAGEMENT REPORT

The Leader asked the Chief Executive to present the report to Members.

She highlighted to Members that the sickness rate to the end of quarter 4 was 7.36 days, which was under the target of 7.5 days for the year and was a 17% reduction compared to 2012/13. She advised Members that the accounts were still being finalised and that this information would be reported to Members at the next meeting. She stated that the new website was live and ready to be launched, enabling residents to access some services 24/7 without having to telephone and that the new waste management software had been installed which would lead to an improved and efficient customer service.

Councillor R Blunt congratulated the Chief Executive and Officers on the good news that had been highlighted.

Councillor T Gillard informed Members that he had attended both the Business Place Events and they had been very well received.

Councillor R D Bayliss referred to the delivery of the decent homes improvements and advised that the number of improvements that had been completed was 1634 against a target of 1560.

Councillor T J Pendleton advised Members that development control was still slightly below target which was due to the high volume of applications that had been received and the team not being fully staffed. He went on to add that all vacancies had now been filled. He also highlighted to Members the acknowledgement the authority had received at a Building for Life 12 event for developing and testing the new scheme, and that two schemes in the District had received design awards under the new scheme.

Councillor A V Smith informed Members that the number of GP referrals had fallen over the quarter, however the target had still been achieved and the scheme continued to be recognised as best practice within the county. She also highlighted that the recycling target had been met and that 78 new trade waste contracts had been secured during the year.

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

RESOLVED THAT:

The Quarter 4 Performance Report (January – March 2014) be received and noted.

Reason for decision: The report is provided for members to effectively monitor the organisation's performance.

13. MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY

The Community Services Portfolio Holder presented the report to Members.

She began by thanking the working party for their continued work and informed Members that a representative from Coalville Town FC had attended the last meeting of the working party to update Members on the progress of the club following the significant financial support that was currently being provided by the Council.

Councillor A V Smith then went on to highlight the recommendations that had been put forward by the working party. She advised Members that it was proposed to start the free Saturday town centre car parking from Saturday, 22 November 2014 until Saturday, 20 December 2014 to include both Christmas events and support the town centre businesses. She confirmed that due to the timing of the meeting and the event, she had agreed to return to the name of Picnic in the Park. She stated that in relation to the balances, she supported the recommendations in the report, but wanted to request that the working party considered allocating a sum of approximately £10,000 to further improve the Christmas Lights in Coalville. She also advised Members that the working party had rejected a request to rename Coalville Park, which she supported along with a commemorative peace garden or an area of reflection within Coalville Park, but felt that a further memorial stone in Coalville may not be the best solution as there were now a number of memorials in the town. She requested that a letter be sent back to Michael Kendrick thanking him for the relaying the suggestion and informing him of their views going forward.

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

RESOLVED THAT:

1. Town centre car parking will be free on Saturdays between and including 22 November 2014 until 20 December 2014;
2. The name Picnic in the Park be returned;
3. That the reallocated funds from the Remembrance Day Service be held in a contingency fund to be added to the events budget if needed;
4. That the Working Party considers allocating a sum of approximately £10,000 from the current balances for further investment in Christmas Lights and in particular outside the market;
5. The remaining current balances be held in reserve until appropriate projects arrive and
6. Coalville Park retain its name, but an area of reflection/peace garden be considered by the Working Party with the involvement of our veterans.

Reason for decision: To progress Coalville Special Expenses projects and programmes.

14. EXCLUSION OF PRESS AND PUBLIC

It was moved by Councillor R Blunt, seconded by Councillor N J Rushton and

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.

15. EXEMPTIONS TO THE COUNCIL'S CONTRACT PROCEDURE RULES - CHILDREN & YOUNG PEOPLE, STREET ACTION, PAYROLL AND ICT

The Corporate Portfolio Holder presented the report to Members.

It was moved by Councillor N J Rushton, seconded by Councillor T J Pendleton and

RESOLVED THAT:

Cabinet notes the granting of the following exemptions to the Council's Contract Procedure Rules (as set out in the report) to allow the procurement of:

1. Hand held computers for Civil Enforcement Officers;
2. Hosted web based car parking machine monitoring;
3. Election staffing payment process;
4. Ages and Stages Contract (Children's Centre Services);
5. ICT software for website improvements;
6. ICT equipment for disaster recovery solution.

Reason for decision: The CPR requires that the exercise of the Statutory Officers' discretion to grant exemptions is reported to Cabinet.

The meeting commenced at 5.00 pm

The Chairman closed the meeting at 5.50 pm

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**CABINET – 29 JULY 2014**

Title of report	INVESTING IN OUR COMMUNITIES
Key Decision	a) Financial Yes b) Community Yes
Contacts	Councillor Alison Smith 01530 835668 alison.smith@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk Head of Community Services 01530 454832 john.richardson@nwleicestershire.gov.uk
Purpose of report	To seek approval from Members to invest £210,000 in community projects across North West Leicestershire.
Reason for Decision	To comply with the Council's financial regulations.
Council Priorities	Homes and Communities Value for Money
Implications:	If approved £210,000 from the under spending in 2013/14 will be reinvested in community projects across the district that will realise significant benefits to communities.
Financial/Staff	The 2013/14 provisional outturn report also on this Cabinet agenda asks Cabinet to approve £210,000 to fund this project. The project will be managed by the Council's Community Focus Team with additional resource bought in if required from within existing budgets.
Link to relevant CAT	None.
Risk Management	Risks and mitigations are dealt with in the body of the report.
Equalities Impact Assessment	The Council's Public Sector Equalities Duty assessment has been undertaken. There are no impacts that require further consideration.

Human Rights	No Implications.
Transformational Government	This proposal supports the provisions within the Localism Act 2011 by enabling communities to deliver projects and services, based upon locally identified needs and aspirations.
Comments of Head of Paid Service	Report is satisfactory
Comments of Section 151 Officer	Report is satisfactory
Comments of Deputy Monitoring Officer	Report is satisfactory
Consultees	Community groups through informal consultation Parish Liaison Group 4 June 2014.
Background papers	None
Recommendations	THAT CABINET AGREES TO INVEST £210,000 IN THE 'INVESTING IN OUR COMMUNITIES' PROJECT AS PART OF THE 2013/14 PROVISIONAL OUTTURN REPORT

1.0 BACKGROUND

- 1.1 North West Leicestershire benefits from an active and engaged 'grass roots' voluntary and community sector, delivering projects in their communities that bring real benefits to their residents. These can include youth activities, community clean ups, orchards and community activities.
- 1.2 The provisions within the Localism Act 2011 provide Parish Councils and community groups with new 'community rights' enabling residents to deliver larger infrastructure projects and services.
- 1.3 The Council has an opportunity to invest savings achieved in 2013/14 in community projects during the current financial year to help communities to realise their aspirations.

2.0 INVESTING IN OUR COMMUNITIES

- 2.1 It is recommended £210,000 from savings made in 2013/2014 is made available to community based organisations such as Parish Councils and constituted community groups. This will help deliver larger scale community projects that will bring significant benefits from identified needs and aspirations within the community.

- 2.2 It is proposed that the fund will initially be divided into 7 geographical area amounts of £20,000 awards (£140,000) to enable a spread of projects across the district. A further 7 district wide awards of £10,000 (£70,000) will be made available to ensure that projects from any location within the district have access to funding.
- 2.3 The geographical areas are illustrated in Appendix One. These areas have been calculated by using population figures from the 2011 census data and by district ward boundaries:
- Castle Donington and Kegworth - 11,979 population
 - Thringstone, Whitwick and Snibston – 16,377
 - Greenhill, Coalville and Bardon – 16,268
 - Breedon and Valley – 6,859 (large rural area)
 - Ashby Castle, Ashby Holywell, Ashby Ivanhoe – 12,530
 - Appleby Magna, Measham, Moira, Oakthorpe and Donisthorpe – 15,020
 - Hugglescote, Ibstock, Heather, Ravenstone and Packington – 14,435
- 2.4 The aim of 'Investing in our Communities' is to encompass the spirit of the Localism Act 2011, by enabling communities to meet their needs and aspirations. Therefore eligible projects will be those that are already under consideration or in development in a locality, to ensure sustainability of successful projects. These projects will improve facilities or services available to communities such as youth, sports or community provision and projects that retain local services that bring people together, providing added value to their communities and/or are at risk of closure.
- 2.5 Eligible projects will require the Council's financial contribution to either pump prime a project or further its development. For example, a group may already have raised some money towards a larger project. A successful grant application from this project could be the final amount they need to realise this project.
- 2.6 Therefore to be eligible to apply, the Council's contribution cannot cover the entire costs of the project, but will add value to the group's existing resources. Applicants will be asked to indicate which amount they are bidding for, i.e. £20,000 or £10,000.

3.0 PROCESS

- 3.1 If the Investing in our Communities project is approved, the Council's Communications, ICT and Community Focus teams have designed branding, application criteria, on-line application forms and press releases ready for a launch in early August.
- 3.2 It is anticipated that applications will be received up until the deadline on 29 September 2014.
- 3.3 Applications will then be reviewed and checked for eligibility by the Community Focus Team. From 12 October eligible applications will be uploaded to the website to enable residents to vote on-line for their preferred project, this will run for a four week period until 9 November.

- 3.4 The on-line voting process will also support the Council's intention to showcase to residents its services via the internet as each 'voter' will create an on-line account, enabling them to vote, as well as access other Council services and future consultations.
- 3.5 This voting process has been designed to encourage community groups to promote their projects district wide. Not only will this increase the number of potential votes but it will also raise awareness of what community groups can achieve, inspiring others to do more in their communities and learn from each other's experience.
- 3.6 Successful grant recipients will be announced mid December. As well as financial support, successful applicants will be assisted by the Council's Community Focus Team to assist delivery and the Council's Communications Team to ensure maximum publicity through press releases and coverage. Successful groups will be required to spend the award within twelve months of receipt.
- 3.7 Unsuccessful applicants will still receive the same level of support, signposting to assistance, training and access to funding opportunities that are already promoted by the Council's Community Focus Team.

Key dates	
Early August	Project launch
29 September 2014	Deadline for applications
12 October	On line voting commences
9 November	On line voting closes
Mid December	Successful applicants announced

4.0 RISK MANAGEMENT

- 4.1 Tight timescales to develop and deliver the project – an additional staffing resource will be brought into the Community Focus Team as and when required, paid for from existing budgets to ensure key milestones are met.
- 4.2 Preparedness for communities to submit an application within the required timescales – at the Parish Liaison Group on 4 June 2014, attendees were advised of grants that are or may be available over the summer to enable them to begin preparing. This opportunity will be widely advertised through our existing community networks, including Parish Councils, as well as on the Council's website to ensure availability is widely communicated.
- 4.3 Not enough applications to claim the whole fund allowance – The Council's Community Focus Team conducted 'soft' market testing by asking Parish Council's and community groups that we are already aware of what projects they were hoping to deliver to ensure there are projects that would benefit from and could apply for this funding opportunity. Results demonstrated that there are a number of projects that would benefit from this award and they will be advised of this opportunity.
- 4.4 The majority of money gets awarded in one area, not evenly across the district – we are aware that some communities are more active than others and may therefore have more existing or planned projects that could be submitted for funding. To ensure that the fund is

spread across the district, the £20,000 award allocations will be made one per area as stated at 2.2.

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Investing in our communities 2014-2015

A fund to support new and innovative projects that have significant community benefits

North West Leicestershire District Council has made available £210,000 (in 2014-15) to support community initiatives across the district.

The funding will be allocated as follows:

- £20,000 per area - £140,000
- Seven lots of £10,000 (districtwide) - £70,000

Organisations will be invited to submit an on-line application, giving details of their initiative/project, costs and other funding secured to support their initiative.

Applications will be decided by the voting public of North West Leicestershire.

Areas

Area one

District wards: Castle Donington and Kegworth
Population: 11979

Area two

District wards: Thringstone, Whitwick and Snibston
Population: 16377

Area three

District wards: Greenhill, Coalville and Bardon
Population: 16268

Area four

District wards: Breedon, Valley
Population: 6859

Area five

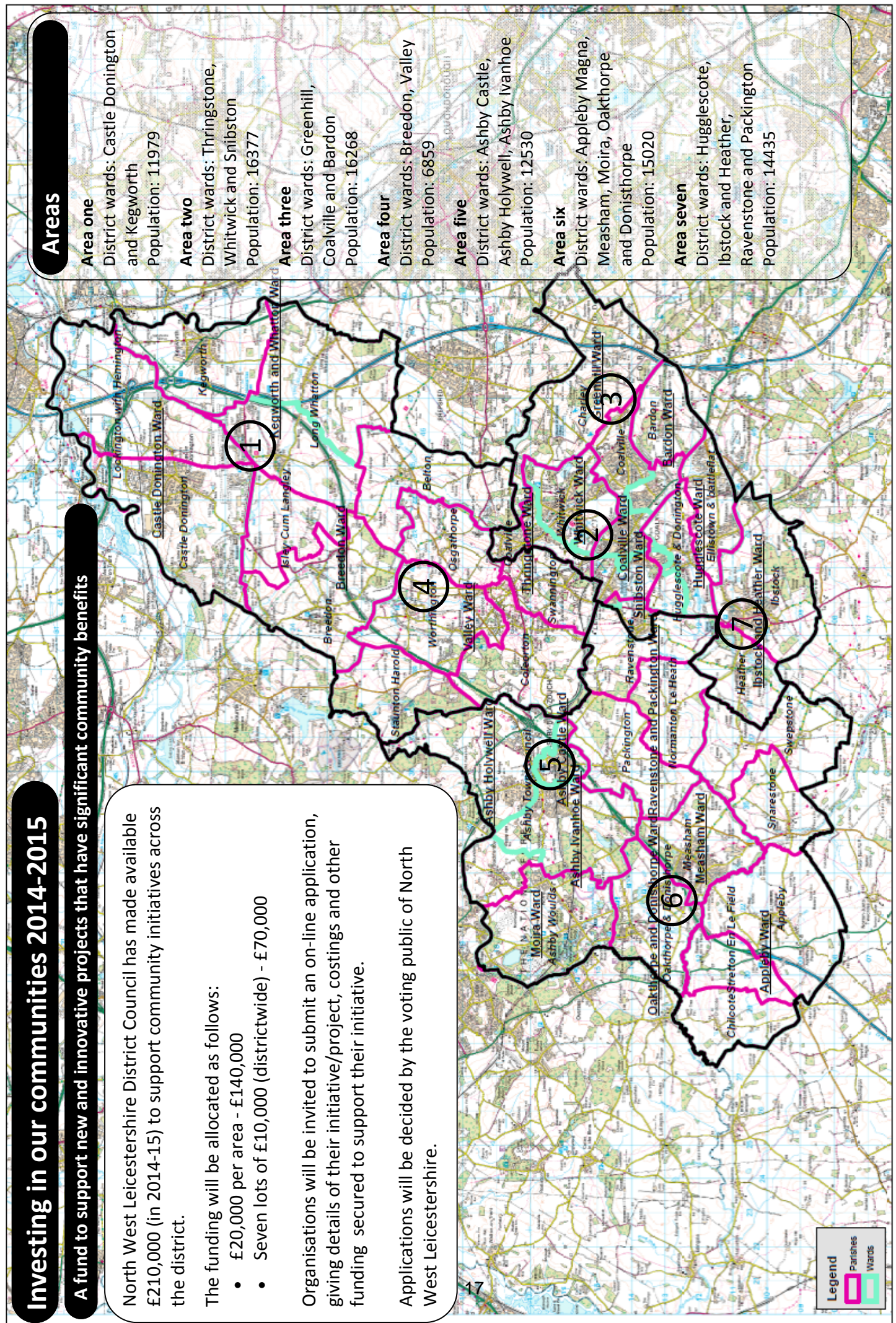
District wards: Ashby Castle, Ashby Holywell, Ashby Ivanhoe
Population: 12530

Area six

District wards: Appleby Magna, Measham, Moira, Oakthorpe and Donisthorpe
Population: 15020

Area seven

District wards: Hugglescote, Ibstock and Heather, Ravenstone and Packington
Population: 14435



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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 29 JULY 2014

Title of report	TENANT SCRUTINY PANEL – AMENDMENT TO TERMS OF REFERENCE
Key Decision	a) Community Yes b) Financial No
Contacts	Councillor Roger Bayliss 01530 411055 roger.bayliss@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk Head of Housing 01530 454780 chris.lambert@nwleicestershire.gov.uk
Purpose of report	To seek approval to implement the proposed revised Tenant Scrutiny Panel Terms of Reference and to provide an update regarding progress with implementing the action plan produced following the Panels first investigation.
Reason for Decision	The Tenant Scrutiny Panel propose amendments to the Panel's Terms of Reference
Council Priorities	Value for Money Homes and Communities
Implications:	
Financial/Staff	The recommendations put forward by the Tenant Scrutiny Panel can be met from existing resources within the Housing Revenue Account budget.
Link to relevant CAT	No implications apparent.
Risk Management	No implications apparent.
Equalities Impact Assessment	No implications apparent.
Human Rights	No implications apparent.

Transformational Government	No implications apparent.
Comments of Head of Paid Service	Report is satisfactory.
Comments of Section 151 Officer	Report is satisfactory.
Comments of Deputy Monitoring Officer	Report is satisfactory.
Consultees	Tenant Scrutiny Panel.
Background papers	Tenant Scrutiny Panel (Cabinet, 13 March 2012).
Recommendations	THAT CABINET APPROVES THE IMPLEMENTATION OF THE PROPOSED REVISED TENANT SCRUTINY PANEL TERMS OF REFERENCE AS DETAILED IN APPENDIX B.

1.0 BACKGROUND

- 1.1 Cabinet approved the establishment of a Tenant Scrutiny Panel (TSP) on 13 March 2012 in response to introduction of the Localism Act 2011. The Act introduced a move that has seen the focus for Housing regulation move towards a culture of local co-regulation, with greater emphasis on locally determining standards and priorities.
- 1.2 The reforms have also provided social housing tenants with stronger tools to hold their landlords to account through tenant panels, or similar bodies, in order to give tenants the opportunity to carefully examine the services being offered and form judgements about the cost and quality of the services they receive.
- 1.3 The TSP formally recruited members in December 2012 and embarked on their first pilot review on Decent Homes Improvement Programme customer satisfaction in May 2013.

2.0 TERMS OF REFERENCE

- 2.1 During their first active year, and following the conclusion of their pilot inspection review the TSP have identified a number of areas within the current Terms of Reference that are inappropriate for the proper function of a scrutiny body.
- 2.2 The TSP's full report can be found in Appendix A).
- 2.3 A summary of the proposed changes to the panels Terms of Reference can be found in Appendix B).

3.0 PILOT INSPECTION

- 3.1 The TSP selected customer satisfaction with the Decent Homes Improvement Programme as their first topic to examine due to the Programme's status in terms of customer and financial impact.
- 3.2 As this was the first review the panel had completed, they considered various options to focus the aims of the investigation and decided to undertake their review in relation to customer satisfaction.
- 3.3 The panel's investigation methods included postal customer satisfaction surveys, face to face interviews and comparisons of their findings against contractor customer satisfaction outcomes.
- 3.4 Five recommendations arising from the panel's pilot inspection were considered and accepted by the Housing Portfolioholder in February 2014. An action plan was subsequently developed and approved by the panel in response to the findings. A copy of the action plan can be found in Appendix 2 of the TSP's report (Appendix A).

4.0 NEXT STEPS

- 4.1 If Cabinet agree the recommendations from the TSP, the revised Terms of Reference will be implemented and shared with other resident involvement groups.

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**Tenant Scrutiny Panel
Report – Amendment of Terms of Reference**

July 2014

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1. Acknowledgements

- 1.1 We would like to thank the members of staff of North West Leicestershire District Council (NWLDC) who assisted us by providing the key documents and information required to formulate our strategy.. We would also like to thank the wider participants and partners – particularly tenants - for supporting us at this important stage of the development of the Tenant Scrutiny Panel.
- 1.2 The Panel also wish to pass on a special thanks to Karen Talbot of i 4 design who produced a logo on behalf of the Tenant Scrutiny Panel.

2. Executive Summary

- 2.1 The Tenant Scrutiny Panel was recruited in December 2012. Originally consisting of eight members, there are currently five longstanding members on the Panel – all tenants of NWLDC.
- 2.2 The Group came into existence as a result of Government recommendations that Local Authorities must appoint a group of tenants to scrutinise Council policy and procedures with a view to improving the delivery of services to tenants.
- 2.3 Initially the Group underwent extensive training to gain the skills necessary for its members to understand various areas – e.g.:
 - ❖ Finding out About Tenant Scrutiny
 - ❖ Benefits Changes (especially Under Occupation)
 - ❖ Council Self Funding
 - ❖ NWLDC Management Structure
 - ❖ Attendance at Seminars
 - ❖ NWLDC 30 Year Plan
 - ❖ Interview Training
 - ❖ Report Writing and Presentations
 - ❖ Work Shadowing
 - ❖ Observation of a full Council meeting
- 2.4 Training and Development of Tenant Scrutiny Panel members is ongoing as every individual has differing skills and knowledge and future projects will doubtless identify other training needs.
- 2.5 The first year has not been without its difficulties, as will normally be the case when several total strangers come together to start working together on a topic about which they have little or no knowledge. However, generally there is a good relationship between all members and every opinion and idea brought to the table is received with respect and considered on its merits.
- 2.6 Following its initial year as a group, the Tenant Scrutiny Panel have reviewed and amended their Terms of Reference for Cabinet approval. The proposed revised Terms of Reference reflect both past learning and future commitments of the group.
- 2.7 In its first year the Panel chose to undertake its pilot inspection on the Decent Homes Improvement Programme (DHIP). As a first topic this brought the Group into the realms of the biggest project the Council itself has undertaken.

Isolating one small part to concentrate on wasn't easy and, at times, it was difficult to keep the Group focussed on the area they had chosen.

3. Proposed Terms of Reference

- 3.1 Part way through the first year of the groups existence it became obvious that the current terms of reference were not robust enough and the decision was taken to review.
- 3.2 At a Tenant Scrutiny Panel working meeting the terms of reference document was scrutinised item by item. A number of amendments were made and additional paragraphs inserted to cover all eventualities. The panel believed the new document provides a stronger and more stable basis on which to work.
- 3.3 The panel approved the revised Terms of Reference at its Annual General Meeting on 18 February 2014 at which time there was a change to elected Chairperson and appointment to the role of Secretary.
- 3.4 The revised Terms of Reference can be found in Appendix 1).

4. Pilot Inspection Report

- 4.1 The Tenant Scrutiny Panel was faced with the decision in the spring of 2013 as to what area to choose as its first project. The magnitude of the Decent Homes Works made it ideal as a topic. However it was apparent that the group would have to find one element to concentrate on and the contractor Satisfaction Surveys became an obvious choice.
- 4.2 The Tenant Scrutiny Panel identified some areas where small changes to procedures could bring significant benefits for both tenants and NWLDC. Five clear recommendations were put forward to the Housing Service in February 2014. These were:
 - 4.2.1 Recommendation 1 - One recommendation identified by the Panel related to Completion Inspection Certificate Forms, completed by Contract Supervisors responsible for inspecting and signing off work. Previously these forms were duplicate forms completed by the Contracts Supervisor, who would pass one copy to the contractor for confirmation of works completed or of outstanding /not to standard works for completion. The other copy would be retained in house. Following discussion between the Panel and Contract Supervisors it was suggested that the Council implement triplicate forms so that tenants could have a copy of the form for their own records to inform them with regards to status of works outstanding. The Repairs and Investment team immediately implemented this process.
 - 4.2.2 Recommendation 2 - It was suggested that to improve survey response rates the seven day prior letter be amended to include pre-notification of the survey. The Panel worded a paragraph to include that would be inserted in both the 7 and 21 day letters, which reads: "Please be aware that on completion of the work you will be requested to complete a 'Customer Satisfaction Survey'. Please take this opportunity to tell us if you are happy or not with the services that we

have provided for you. This feedback will help us manage future delivery of similar projects.” The Repairs and Investment team immediately implemented this process.

- 4.2.3 Recommendation 3 - To further improve perception of NWLDC the TSP recommend a letter is sent to each household receiving modifications under the DHIP when the work has been completed to demonstrate that NWLDC ‘takes ownership’ of the process. The letter could be worded as follows:

“We are delighted to hear that the Decent Homes work on your home has now been completed. We hope you are happy with the improvements and are feeling the benefits of this investment in your property.

Hopefully you have completed the Contractor Customer Survey and returned it to us but if you have any queries or comments relating to the works that you would like us to consider please complete the attached form and return it to us in the enclosed reply paid envelope.”

The enclosed form would show tenant name, address and telephone number, ask for details of works and leave several lines for comments.

- 4.2.4 Recommendation 4 - it is recommended that Lovell are taken to task regarding the results of the face to face interviews on Question 5. Lovell need to review their practices to improve tenant satisfaction. It is understood that Lovell have now started a process to address this.
- 4.2.5 Recommendation 5 - The most prominent issue that was identified was the lack of or poor communication relating to delivery of the works. Fifty percent of tenant responses said they were unhappy with communication for one reason or another. The TSP suggests that Contractor Resident Liaison Officers ensure they introduce themselves to tenants, hand over an induction plan and explain their role, checking that full details of all relevant contact numbers are made available to tenants to improve the situation. This is the procedure already outlined in the DHIP Manual; the TSP recommend that NWLDC, along with its contractors, revisit the procedures agreed by both parties, reinforce those procedures with contractors and monitor the contracts more

- 4.3 The Housing Service has acknowledged and accepted all five recommendations and has produced an action plan that has subsequently been approved by the panel. The action plan and current status of items can be found in Appendix 2).

5. Future Plans

- 5.1 The panel have identified three areas for inspection during 2014/15:
- 5.1.1 Rent arrears and evictions;
 - 5.1.2 Role of Housing Officers
 - 5.1.3 Repairs Service

Janet Higgins, Chair, On behalf of the Tenant Scrutiny Panel



North West Leicestershire District Council **Tenant Scrutiny Panel - Terms of Reference**

1. Aims

- Improve Housing services funded by the Housing Revenue Account (HRA) at North West Leicestershire District Council.
- Put tenants at the heart of the Housing service.
- Fulfil the legislative requirement for a Tenant Scrutiny Panel.
- Build the capacity of individual Panel Members

2. Objectives

- Improve outcomes for the Housing service.
- Improve outcomes for tenants and leaseholders.
- Create efficiencies and value for money savings for the Housing service.

3. Role

The Panel will work collaboratively to:

- Scrutinise landlord information and services.
- Provide constructive challenge to the Housing service.
- Make recommendations for improvement independently.

4. Membership

- The Panel will consist of a maximum of eight tenants or leaseholders of North West Leicestershire District Council.

- The day to day management of the panel will be the responsibility of the Chairperson, Treasurer and Secretary all of whom will be appointed or re-appointed by the Panel at the Annual General Meeting by majority vote.
- The Cabinet Portfolio Holder for Housing will be a Panel Member with no voting power.
- A senior officer in the Housing service will be the tenant's advocate on the Panel with no voting power.
- The Shadow Portfolio Holder for Housing can attend Panel meetings as an observer.
- Tenant Scrutiny Panel Members will be independent to any other forum/working group. Panel Members will be able to attend working groups as observers. Where a tenant is the Chair of a Tenants and Residents Association, they may raise issues at the Tenants and Leaseholders Consultation Forum through the Chair.
- In the event that any proposition results in a tied vote, the Chair will have a second, or casting vote.
- A quorum of three voting members will be required for meetings to go ahead.
- Panel Members will be required to give up the Membership on the Panel if they miss four Panel meetings in a row without submitting apologies.
- Members of the Scrutiny Panel will be appointed to serve for a term of 2 years At the end of their 2nd year members will be eligible to re-apply and if successfully re-appointed may serve for a further term of two years

5. Recruitment of Panel Members

- Volunteers will be sought for Panel Members through expressions of interest.
- Membership to the Panel will be sought through adverts in HRA funded publications, press release, via the Tenants and Resident Associations, other Housing resident involvement activities, and social media.
- Ideally the Panel should be representative of the tenant populous but the priority is to appoint Panel Members who are enthusiastic and interested in being a Panel Member.
- Panel Members must not be in serious breach of the Conditions of Tenancy.
- All volunteers will go through a selection process in the form of a recruitment panel consisting of representatives from the Tenant Scrutiny Panel and an officer as an advisor.

6. How the Panel will meet its aims and objectives

- The Panel will have the ability to commission reports.
- The Panel will have the ability to set up task and finish groups.
- The Panel will make recommendations to and submit reports to the Council's Cabinet.

- A Senior Officer in the Housing Service will consider recommendations and implement them where deemed suitable.
- Working with a training provider the Panel will develop an annual work plan.

7. Support for the Panel

As part of its promise to tenants and leaseholders and its commitment to Tenant Scrutiny, the Housing Service will ensure that where reasonable:

- The needs of the Panel are met in relation to support and resources including training.
- The needs of the Panel are met in relation to access to staff, equipment and meeting rooms.
- Staff time is made available to support the Panel.
- Good quality information is made readily available to the Panel.

8. Accountability to stakeholders

- Ultimately the Panel is accountable to the Council.
- The Panel will work with the Tenants and Leaseholders Consultation Forum and all other resident involvement groups.

9. Budget

- The Panel will have a budget to cover training costs and to access independent expert advice / guidance. The budget requirement will be reviewed on an annual basis.
- Officers will submit regular reports to the Panel so the budget can be monitored.

10. Expenses

- Neither the Chair or panel members will be paid.
- Reasonable expenses will be paid to enable Panel Members to attend Panel meetings and associated activities. These expenses may include but are not limited to:
 - Transport and travel/parking costs incurred (which can be arranged through the Council's Resident Involvement Team)
 - Help with childcare costs/carer costs
- All panel members claiming for mileage expenses will be required to give full details of the postcode where the journey began, the postcode of the destination,

and the postcode the member is returning to along with actual mileage. Claims for out of pocket expenses must be accompanied by a valid receipt.

- All expense claims must be authorised by the Chair before submission to the council for payment.

11. How the Panels' impact will be assessed

A simple annual impact self - assessment will be completed by the Panel and shared with the Housing Service and other resident involvement groups. The assessment will be submitted to the Council as part of the Housing Service's annual performance reporting arrangements. The self – assessment procedure will be reviewed by the Panel.

12. How often the Panel will meet

- The panel will meet on a monthly basis, possibly more frequently as required.
- The meeting times will be set based on the availability of the Panel Members.
- Working meetings will be held as and when decided.

13. Confidentiality and transparency

- The formal meetings of the Scrutiny Panel will be open to the public and press by prior arrangement to observe with an ability to have some items as confidential if they contain personal, financial or commercially sensitive information.
- The investigatory meetings of the Scrutiny Panel will be held in private.

14. Conduct of the Panel

- The Panel will be non-political.
- The Panel's work will be around those issues that are of general concern to tenants.

15. Conduct of Panel Members

Disciplinary action will result where members are proven to have behaved inappropriately in respect of the guidance contained herein.

Disclosure of interests

Individuals or their close relatives should not receive a personal benefit as a consequence of their activities or involvement in the business of the Tenant Scrutiny Panel.

Values

Members are expected to respect issues in regards to confidentiality, equal opportunities and aims and values of the group or meeting.

Ground Rules

The list of “ground rules” describes how members are expected to carry out their duties and conduct themselves at meetings and whilst carrying out the duties of the panel:-

- It is not acceptable to interrupt another speaker;
- It is not acceptable to talk when someone else is speaking;
- It is not acceptable to make abusive or personal remarks;
- It is not acceptable to shout or behave in an aggressive manner;
- Any person wishing to speak must wait for the Chairperson/Facilitator’s permission;
- Each person’s opinion is of equal importance;
- Everybody is entitled to be heard;
- Show respect to other members, including those visiting;
- Once an issue has been decided by a vote it should be accepted by all present;
- Bad language will not be tolerated;
- No personal issues are to be discussed during the meeting;
- The Chairperson/Facilitator’s decision is final.
- Mobile phones should be switched off or set to ‘silent’ during meetings
- Any item that belongs to the panel ultimately belongs to the council and must be returned upon resignation or at the end of the term of office.

Confidentiality

Some items for discussion may contain confidential information about tenants, officers, members or the Council’s business and that confidentiality must be respected:

- Members must treat specific agenda items as confidential;
- Information concerning tenants, residents, leaseholders, staff etc., and those matters of the Council’s business, which are defined as confidential are subject to the confidentiality agreement signed by every member;

- Members should ensure that they do not breach Data Protection.

Equal opportunities

It is important for members to address equality and diversity issues and to comply with current legislation and good practice. By appreciating diversity and implementing equality policies, we aim to eliminate barriers to equal treatment for all groups and meetings.

16. Terms of Reference development

The Terms of Reference will be reviewed by the appointed Panel Members at the Annual General Meeting.

Decent Homes Satisfaction Improvement Action Plan

Recommendation 1				
<i>Implement triplicate Completion Inspection Certificate Forms in order for customers to be given the opportunity to maintain a record of outstanding works</i>				
Ref	Task	Lead	Target Date	Status
TSPDH1	Create triplicate Completion Inspection Certificate Form pads and issue to Contracts Supervisors	Repairs & Investment Team Manager	n/a	Complete
TSPDH2	Develop a mobile working procedure for issuing Completion Inspection Certificate Forms	HRA Business Support Team Manager	Q1 2014/15	
Recommendation 2				
<i>Include appropriate wording in works notice letters to raise awareness off the importance of completing satisfaction surveys</i>				
Ref	Task	Lead	Target Date	Status
TSPDH3	Include wording in 7 and 21 day notice letters	Repairs & Investment Team Manager	n/a	Complete
TSPDH4	Include wording in other relevant communication material	Repairs & Investment Team Manager	n/a	Complete
Recommendation 3				
<i>Implement a new standard letter to all customers on completion of Decent Homes works, incorporating wording as recommended by Tenant Scrutiny Panel in order to improve ownership of the Programme and ensure that outstanding issues are picked up and resolved</i>				
Ref	Task	Lead	Target Date	Status
TSPDH5	Develop standard letter, incorporating the wording as recommended by the Tenant Scrutiny Panel and seek approval of the Panel	Repairs & Investment Team Manager	15 April 2014	Complete
TSPDH6	Develop and implement a procedure for the issuing of letters to customers once works are completed	Planned Investment Manager	Q1 2014/15	Complete
Recommendation 4				
<i>Take steps to ensure that Lovell review practices in order to improve customer satisfaction</i>				

Ref	Task	Lead	Target Date	Status
TSPDH7	Provide Lovell with a copy of the negative feedback received by the Tenant Scrutiny Panel in face to face interviews for their comments	Planned Investment Manager	April 2014	Complete
TSPDH8	Meet with Lovell to review and discuss the causes of feedback themes or trends and develop and implement an action plan to address	Planned Investment Manager	May 2014 (meeting date to be set when action plan agreed)	Complete
TSPDH9	Review Lovell action plan and report back to the Tenant Scrutiny Panel on progress and improvements made	Repairs & Investment Team Manager	Q2 2014/15	
Recommendation 5				
<i>Reinforce contractual procedures in relation to contractor resident liaison</i>				
Ref	Task	Lead	Target Date	Status
TSPDH10	Revisit the contractor's resident liaison procedures within the DHIP manual with both contractors at the April Core Group meeting and obtain commitment to the procedures	Repairs & Investment Team Manager	23 April 2014	Complete
TSPDH11	Revisit the contractor's resident liaison procedures within the DHIP manual and ensure all NWLDC staff comply and are aware of processes to raise attention to contractors not complying	Repairs & Investment Team Manager	Q1 2014/15	Complete
TSPDH12	Complete random checks to ensure both contractors are carrying out all procedures	Planned Investment Manager	Q1 2014/15	

Summary of proposed changes to the Tenant Scrutiny Panel's Terms of Reference

Section	Current wording	Proposed wording	Reason for amendment	
37	4. Membership	The Panel will consist of eight tenants or leaseholders of North West Leicestershire District Council. The number of leaseholders on the Panel is not restricted.	The Panel will consist of a maximum of eight tenants or leaseholders of North West Leicestershire District Council.	The maximum number of members needs to be explicit. Removal of leasehold restriction comment as it was felt the wording not needed.
	<i>none</i>	The day to day management of the panel will be the responsibility of the Chairperson, Treasurer and Secretary all of whom will be appointed or re-appointed by the Panel at the Annual General Meeting by majority vote.	Inclusion for the purpose of outlining Panel appointments and responsibilities.	
	Tenant and Leaseholder Panel Members will be independent to any other forum/working group. Panel Members will be able to attend working groups as observers. Where a tenant is the Chair of a Tenants and Residents Association, they may raise issues at the Tenants and Leaseholders Consultation Forum through the Chair.	Tenant Scrutiny Panel Members will be independent to any other forum/working group. Panel Members will be able to attend working groups as observers. Where a tenant is the Chair of a Tenants and Residents Association, they may raise issues at the Tenants and Leaseholders Consultation Forum through the Chair.	Amendment of reference to 'Tenant and Leaseholder Panel Members' to the panels formal name.	
	The Chair will be appointed by the Panel through a vote.	<i>none</i>	Deletion due to this being explicit in the addition above.	
	<i>none</i>	In the event that any proposition results in a tied vote, the Chair will have a second, or casting vote.	Inclusion for the purpose of explaining what action will be taken in the event of a tied vote.	
	Panel Members will be required to give up the Membership on the Panel if they miss four Panel meetings in a row.	Panel Members will be required to give up the Membership on the Panel if they miss four Panel meetings in a row without submitting apologies.	Inclusion of wording to reflect that extenuating circumstances (such as ill health) may mean that members will send their apologies.	
	5. Recruitment of Panel Members	In the event there are more than eight volunteers, volunteers will go through a selection process in the form of a recruitment panel consisting of representatives from the Tenant and Leaseholder Consultation Forum and an officer as an advisor.	All volunteers will go through a selection process in the form of a recruitment panel consisting of representatives from the Tenant Scrutiny Panel and an officer as an advisor.	To ensure consistency and fairness, all volunteers will be required to go through a selection process. The recruitment panel will be the Tenant Scrutiny Panel now that the panel is an active and formal group.

8. Accountability to stakeholders	The Panel is accountable to tenants and leaseholders through the Tenants and Leaseholders Consultation Forum.	The Panel will work with the Tenants and Leaseholders Consultation Forum and all other resident involvement groups.	Removal of accountability to the Tenants and Leaseholders Consultation Forum. In order to reflect best practice, a Tenant Scrutiny Panel must be autonomous from any other resident involvement groups.
9. Budget	The Panel will decide if a Treasurer is to be appointed when appointing the Chair.	<i>none</i>	Deletion due to this being explicit in the addition above.
10. Expenses	<p>Reasonable expenses will be paid to enable Panel Members to attend Panel meetings and associated activities. These expenses may include:</p> <ul style="list-style-type: none"> ➤ Transport and travel/parking costs incurred (which can be arranged though the Council's Resident Involvement Team) ➤ Help with childcare costs 	<p>Reasonable expenses will be paid to enable Panel Members to attend Panel meetings and associated activities. These expenses may include but are not limited to:</p> <ul style="list-style-type: none"> ➤ Transport and travel/parking costs incurred (which can be arranged though the Council's Resident Involvement Team) ➤ Help with childcare costs/carer costs <p>All panel members claiming for mileage expenses will be required to give full details of the postcode where the journey began, the postcode of the destination, and the postcode the member is returning to along with actual mileage. Claims for out of pocket expenses must be accompanied by a valid receipt.</p> <p>All expense claims must be authorised by the Chair before submission to the council for payment.</p>	<p>Recognition and inclusion of other expense items such carer costs for panel members with family members for whom they care for.</p> <p>Inclusion of an additional approval level for mileage expense claims to ensure that the panel only submit claims that are in relation to the panel's activities.</p>
11. How the Panels' impact will be assessed	A simple annual impact self - assessment will be completed by the Panel and scrutinised by the Tenants and Leaseholders Consultation Forum. The assessment will be submitted to the Council as part of the Housing Service's annual performance reporting arrangements. The self – assessment procedure will be reviewed by the Panel.	A simple annual impact self - assessment will be completed by the Panel and shared with the Housing Service and other resident involvement groups. The assessment will be submitted to the Council as part of the Housing Service's annual performance reporting arrangements. The self – assessment procedure will be reviewed by the Panel.	Removal of accountability to the Tenants and Leaseholders Consultation Forum. In order to reflect best practice, a Tenant Scrutiny Panel must be autonomous from any other resident involvement.

12. How often the Panel will meet	The panel will meet on a monthly basis, possibly more frequently initially for training and development purposes. The meeting times will be set based on the availability of the Panel Members.	The panel will meet on a monthly basis, possibly more frequently as required. The meeting times will be set based on the availability of the Panel Members. Working meetings will be held as and when decided.	Revision to reflect the panel's current meeting patterns.
13. Confidentiality and transparency	The formal meetings of the Scrutiny Panel will be open to the public by prior arrangement and press to observe with an ability to have some items as confidential if they contain personal, financial or commercially sensitive information.	The formal meetings of the Scrutiny Panel will be open to the public and press by prior arrangement to observe with an ability to have some items as confidential if they contain personal, financial or commercially sensitive information.	Rewording to correct a grammatical error.
15. Conduct of Panel Members	<i>none</i>	Disciplinary action will result where members are proven to have behaved inappropriately in respect of the guidance contained herein.	Inclusion of outline of how inappropriate behaviour will be handled by the Panel.
6	<p>Ground Rules</p> <p>The list of "ground rules" describes how members are expected to carry out their duties and conduct themselves at meetings:-</p> <ul style="list-style-type: none"> • It is not acceptable to interrupt another speaker; • It is not acceptable to talk when someone else is speaking; • It is not acceptable to make abusive or personal remarks; • It is not acceptable to shout or behave in an aggressive manner; • Any person wishing to speak must wait for the Chairperson/Facilitator's permission; • Each person's opinion is of equal importance; • Everybody is entitled to be heard; 	<p>Ground Rules</p> <p>The list of "ground rules" describes how members are expected to carry out their duties and conduct themselves at meetings and whilst carrying out the duties of the panel:-</p> <ul style="list-style-type: none"> • It is not acceptable to interrupt another speaker; • It is not acceptable to talk when someone else is speaking; • It is not acceptable to make abusive or personal remarks; • It is not acceptable to shout or behave in an aggressive manner; • Any person wishing to speak must wait for the Chairperson/Facilitator's permission; • Each person's opinion is of equal importance; • Everybody is entitled to be heard; 	<p>Amendment to apply ground rules to panel members whilst carrying out duties of the panel and not just at meetings.</p> <p>Update to reflect that mobile phones should be turned off or turned to silent to avoid disruption in meetings.</p> <p>Update to explain that items belonging to the panel ultimately belong to the panel and should be returned at end of term to avoid loss of equipment and/or sensitive information.</p>

	<ul style="list-style-type: none"> • Show respect to other members, including those visiting; • Once an issue has been decided by a vote it should be accepted by all present; • Bad language will not be tolerated; • No personal issues are to be discussed during the meeting; • The Chairperson/Facilitator's decision is final. 	<ul style="list-style-type: none"> • Show respect to other members, including those visiting; • Once an issue has been decided by a vote it should be accepted by all present; • Bad language will not be tolerated; • No personal issues are to be discussed during the meeting; • The Chairperson/Facilitator's decision is final. • Mobile phones should be switched off or set to 'silent' during meetings • Any item that belongs to the panel ultimately belongs to the council and must be returned upon resignation or end of term 	
40	<p>Confidentiality</p> <p>Some items for discussion may contain confidential information about tenants, officers, members or the Council's business and we must respect that confidentiality:</p> <ul style="list-style-type: none"> • Members must treat specific agenda items as confidential; • Information concerning tenants, residents, leaseholders, staff etc., and those matters of the Council's business, which are defined as confidential; • Members should ensure that they do not breach Data Protection. 	<p>Confidentiality</p> <p>Some items for discussion may contain confidential information about tenants, officers, members or the Council's business and that confidentiality must be respected:</p> <ul style="list-style-type: none"> • Members must treat specific agenda items as confidential; • Information concerning tenants, residents, leaseholders, staff etc., and those matters of the Council's business, which are defined as confidential are subject to the confidentiality agreement signed by every member; • Members should ensure that they do not breach Data Protection. 	<p>Rewording to correct a grammatical error.</p> <p>Insertion of reference to the confidentiality agreement that every panel member is required to sign.</p>
16. Terms of Reference development	The Terms of Reference will be developed by the appointed Panel Members.	The Terms of Reference will be reviewed by the appointed Panel Members at the Annual General Meeting.	Update to reflect that the Terms of Reference will be reviewed at every meeting.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 29 JULY 2014

Title of report	RISK MANAGEMENT STRATEGY
Key Decision	a) Financial Yes b) Community Yes
Contacts	Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicesterhire.gov.uk Chief Executive 01530 454500 christine.fisher@nwleicestershire.gov.uk Head of Finance 01530 454520 ray.bowmer@nwleicestershire.gov.uk
Purpose of report	To approve a revised Risk Management Strategy taking on board any comments from the meeting of Policy Development Group on 16 July 2014.
Reason for Decision	Having an up to date Risk Management Strategy will assist in the implementation of Council Delivery Plans and improve Value For Money.
Council Priorities	Value for Money
Implications:	
Financial/Staff	The Council manages its risks within its existing budgets. Effective risk management reduces the number of insurance claims which can have a positive impact on the premium paid.
Link to relevant CAT	Not applicable
Risk Management	Risks have been considered and are covered within the policy
Equalities Impact Assessment	Not applicable
Human Rights	Not applicable
Transformational Government	Not applicable
Comments of Deputy Chief Executive	The report is satisfactory

Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	The report is satisfactory
Consultees	Zurich (Council's insurer)
Background papers	None
Recommendations	THAT CABINET APPROVES THE REVISED RISK MANAGEMENT STRATEGY ATTACHED AT APPENDIX 1

1.0 BACKGROUND

- 1.1 The Risk Management Strategy encapsulates the way risk management will be undertaken consistently throughout the Council.
- 1.2 The Council needs to ensure that risks are only taken when justified and with a detailed knowledge and understanding of their possible impact upon the Council, its reputation, its assets, its stakeholders and the community. Through our culture of progressive improvement, risk management increases the success of the Council in delivering the best outcomes for the people of the District
- 1.3 The Council maintains high standards of corporate governance and recognises risk management as a key component of its governance and assurance framework. The Council's key proposals and objectives are examined to consider the potential risks to their achievement. This involves systematic risk identification and analysis of both corporate and service risks, as well as any risks arising from the delivery of Council objectives through partnership working.
- 1.4 The Council accepts its legal and moral duties in taking informed decisions about how best to control and minimise the downside of risk, whilst still maximising opportunity and benefiting from positive risks. The Council will ensure that Members and Officers understand their responsibility to identify risks and their potential consequences.

2.0 AIM AND OBJECTIVES OF THE STRATEGY

- 2.1 The Risk Management Strategy is attached at Appendix 1.

Aim

- 2.2 The aim of this Strategy is to improve the Council's ability to deliver its strategic service priorities and objectives by managing risks and enhancing its opportunities.

Objectives

- 2.3 The objectives of the Strategy are to:
- to protect the health, safety and welfare of its employees and the people it serves;
 - to protect its property, assets and other resources;
 - to protect the services it provides;
 - to maintain its reputation and good standing in the wider community.

- to deliver its overall objectives and priorities

3.0 WHAT IS RISK MANAGEMENT?

3.1 Risk management is essentially about identifying and managing significant obstacles and weaknesses which the organisation is faced with. When these risks have been identified the next stage is to assess their likelihood and impact and compare the scores against the organisation's appetite for risk. Once assessed it is essential that steps are taken to then effectively manage those risks. The aim is that major obstacles or blockages that exist can be mitigated to provide the council with a greater chance of being able to achieve its objectives.

4.0 LINKS TO SERVICE PLANNING

4.1 Risk management needs to be viewed as a strategic tool that is an essential part of effective and efficient management and planning. There are clear links between corporate planning and risk management. These include:

- Each priority and objective identified in the corporate plan has milestones and performance indicators that the Council's activities will aim to achieve. During the lifetime of the plan there will be direct and indirect risks to this achievement.
- Incorporating risk management action plans into Corporate and Team Business Plans facilitates important risk control activity. The resources for risk management can also be considered at the same time as the budget for the plans is set.
- During reviews of performance and service delivery plans the actions taken to control risks can be monitored and the profile of risks reviewed to reflect any changes.
- Risk management will, by adding to the business planning and performance management processes, strengthen the ability of the Council to achieve its objectives and enhance the value of the services provided.
- Risk management is also an essential requirement of the Council's formal Governance Framework and is incorporated in the Annual Governance Statement.

5.0 BENEFITS OF RISK MANAGEMENT

5.1 The benefits of good risk management include:

- *Enhanced operational performance*

Better outcomes and reduced costs by means of more efficient and effective deliveries. The achievement of strategic corporate priorities is enhanced with reduced scope for disasters and surprises. There is improved working with external agencies and stakeholders, added value across service areas, improved internal controls, consistent management of risk and opportunities resulting in improved service delivery, communication, consensus and prioritisation.

- *Improved financial performance*

More certainty of financial objectives being achieved, reduced level of error and fraud, increased capacity through reduction in decisions that need reviewing or revising, and a decreased number and impact of critical risks and events. This is evidenced by the Council's excellent track record of unqualified External Audit opinions on its accounts and proven performance against budget.

- *Opportunity Risk Management*

Better and evidence-based assessment of potential strategies, and clearer understanding of the community impact of lost opportunities.

- *Improved corporate governance and systems compliance*

The Annual Governance Statement is better substantiated and demonstrated, increased public satisfaction, fewer regulatory visits and reductions in legal challenges.

- *Improved human resources management*

Reduced staff turnover, absenteeism and stress.

- *Improved Partnership Working*

More transparent risk management arrangements will promote common understanding with partners, and will reveal vulnerabilities to the achievement of objectives.

- *Improved Internal Control Framework*

The use of risk management techniques by Internal Audit focuses control and compliance investigation work in the areas of greatest vulnerabilities.

- *Improved Business Resilience*

Internal and community risk registers assist in the preparation of business resilience plans. These increase the reliability of service delivery, and assist in tackling community disasters.

- *Improved insurance management*

Reduced cost of insurance premiums and number and level of claims, and a reduced number of uninsured losses.

6.0 COMMENTS RECEIVED FROM POLICY DEVELOPMENT GROUP ON 16 JULY 2014

The Committee requested the following changes:

Appendix 1 (the Strategy), paragraph 1.1, first bullet point

Additional text added to read:

- to protect the health, safety and welfare of its employees, *agency staff, external contractors* and the people it serves;

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL RISK MANAGEMENT STRATEGY

1. INTRODUCTION

1.1 In line with established best practice, North West Leicestershire District Council has reviewed its principles of risk management which were approved in September 2009. The Council has adopted the principles of risk management in order to meet the following objectives:

- to protect the health, safety and welfare of its employees and the people it serves;
- to protect its property, assets and other resources;
- to protect the services it provides;
- to maintain its reputation and good standing in the wider community.
- to deliver its overall objectives and priorities

2. RISK MANAGEMENT STRUCTURE

2.1 Risk Management is co-ordinated corporately by the Health and Safety Officer based in the Council's Human Resources Team and through the Risk Management Group (RMG) chaired by the Head of Finance. Each of the Council's Services has a representative on the RMG. Progress on Corporate Risk Management will be reported to elected Members through performance reports to the Cabinet. The Corporate Portfolio Holder is the Cabinet Member with overall responsibility for risk management.

2.2 Risk management will be embedded in the culture of the authority through:

- the continued adoption of the Council's risk management policy statement;
- a nominated officer lead, currently the Head of Finance;
- the Risk Management Group with representation from each Service Area;
- an established uniform procedure for the identification, analysis, management and monitoring of risk; and -
- regular monitoring and reporting through the corporate performance management system

3. POLICY STATEMENT

3.1 The Council will strive to maintain its diverse range of services to the community and visitors to the North West Leicestershire area. It will protect and preserve its ability to continue to provide these services by ensuring that its assets, both tangible and intangible, are protected against loss and damage. The Council is committed to a programme of risk management to ensure its ambitions for the community can be fulfilled through:

"The identification, analysis, management and financial control of those risks which can most impact on the Council's ability to pursue its approved delivery plan".

3.2 The Council is committed to using risk management to maintain and improve the quality of its own services as well as any contribution by partnerships through its community leadership role. The Risk Management Strategy has the following aims and objectives:

- to further embed risk management into the culture of the Council;
- to promote the recognition of risk within the Council's defined corporate aims and objectives;
- continue to raise risk awareness within the Council and its partners;
- to manage risk in accordance with best practice;
- to comply with legislation and guidance;
- to improve safety and increase safety awareness;
- to protect Council property, services and reputation;
- to reduce disruption to services by having effective contingency or recovery plans in place to deal with incidents when they occur;
- to minimise injury, damage, loss and inconvenience to residents, staff and service users arising from or connected with the delivery of Council services;
- to review robust frameworks and procedures for the identification, analysis, assessment and management of risk, and the reporting and recording of events, based on best practice;
- to maximise value for money.

3.3 Each year, through the Risk Management Group, the Council's Corporate Leadership Team (CLT) will review the Risk Management Policy Statement and its risk management processes to ensure their continued relevance to the Council. The annual review will also assess performance against the aims and objectives set out above. CLT will be accountable to Members for the effective management of risk within the Council. This will be achieved through the quarterly reporting of corporate risks to Cabinet and reports to the Audit and Governance Committee.

4. RISK MANAGEMENT STRATEGY

4.1 The overall objective of the Council's risk management strategy is to ensure that risks to the Council's objectives, services, employees, partnerships and contractors are identified, recorded, amended, prioritised and then addressed by being treated, tolerated, transferred or terminated. The strategy incorporates:

a. Identification / consideration of risks

- Identifies corporate and operational risks, assesses the risks for likelihood and impact, identifies mitigating controls and allocates responsibility for the mitigating controls.
- Requires the consideration of risk within all service plans and reviews and the regular review of existing risks as identified in the risk register.
- Requires, reports supporting strategic policy decisions and project initiation documents, to include a risk assessment.

b. Development / Delivery

- Allocates responsibility for embedding risk management to a senior officer and Member, to jointly champion.
- Embeds risk management into; strategic planning, financial planning, policy making and review, and performance management.

- Requires that an update report arising from the work of the Risk Management Group is presented to Corporate Leadership Team for discussion and information.
- Develops arrangements to monitor and measure performance of risk management activities against the Council's strategic aims and priorities.
- Considers risks in relation to significant partnerships, which requires assurances to be obtained about the management of those risks.

c. Member Involvement / Responsibility

- Requires approval of the Risk Management Strategy by Cabinet.
- Requires regular reporting to Cabinet and the Audit and Governance Committee on the management of risks together with recommendation of appropriate actions.

d. Training / Awareness

- Provides relevant training to appropriate staff to enable them to take responsibility for managing risks within their environment.
- Requires the maintenance of documented procedures for the control of risk and the provision of suitable information, training and supervision.
- Develops appropriate toolkits, procedures and guidelines.
- Considers positive risks (opportunities) and negative risks (threats).
- Provides risk management awareness training for staff and Members.

e. Review

- Maintains and reviews a register of corporate business risks linking them to strategic business objectives and assigning ownership for each risk.
- Requires an annual review of the risk management process, including a report to CLT and quarterly reporting to the Audit and Governance Committee and, in the case of strategic risks, to Cabinet through the performance reporting process.
- Includes a monthly one-to-one review between managers and risk owners.

f. Business Continuity / Insurance

- Develops contingency plans in areas where there is a potential for an occurrence having a catastrophic effect on the delivery of the Council's services.
- Ensures the Council's Insurance Officer is notified of any new risks.
- Ensures adequate records are maintained and retained to support the Council's defence against disputed insurance claims.

5. CORPORATE RISK MANAGEMENT GROUP

5.1 The Corporate Risk Management Group is made up of technical experts and corporate leads from the Council's Service Areas. Members of the Group act as "champions" for risk within their services and the Group provides a link into the CLT.

5.2 The role of the Group is to maintain a formal framework that will assist with the management of risk and business continuity, by developing the corporate lead and advising CLT on the expected outcome. The objectives of the Group are:

- to assess and advise on the reduction of prevailing risks within the Council's services, to the benefit of staff and the public;

- to discuss, agree and recommend as appropriate, on matters relating to corporate risk policy and strategy;
- to make reports and recommendations to CLT;
- to discuss operational risks insofar as they relate to matters of cross-directorate interest;
- to oversee the implementation of the Council's Risk Management Strategy, and to promote a holistic approach to its ongoing management;
- to promote good risk management practices with the aim of reducing potential liabilities;
- to consider and identify ideas/schemes for risk reduction;
- to provide a forum to discussion on risk management issues.

These will be achieved through the following:

- the use of the Council's Risk Management reporting system;
- monitoring the risk management strategy;
- reviewing the Council's strategic risk register and associated action plans, acting as a forum for examining and rating risks and making recommendations to CLT.
- developing a comprehensive performance framework for risk management, and developing and using key indicators capable of showing improvements in risk management and providing early warning of risk;
- supporting the development and review of internal standards and procedures regarding significant risk areas;
- supporting the development and implementation of relevant training, awareness and education programmes;
- supporting the development and implementation of adequate, relevant and effective reporting, communication and information dissemination systems with managers and staff;
- supporting the effective monitoring and review of near misses, untoward incidents and accidents, legal and insurance claims and verifying that appropriate management action has been taken promptly to minimise the risk of future occurrence;
- supporting the review of the risk register and action plans to ensure that appropriate management action is taken appropriately to tolerate, treat, transfer or terminate the risk;
- monitoring compliance with legal and statutory duties;
- providing progress reports to CLT and Members, drawing to their attention significant business risks.

6. PROCEDURES

- 6.1 The Council will adopt uniform procedures for the identification, analysis, management and monitoring of risk. These will be embodied in a formal risk management framework, which will be subject to review by the Cabinet, following consideration by CLT.

The approved framework is set out in Appendix A to this strategy document.

7. FUNDING FOR RISK MANAGEMENT

- 7.1 The annual Service and Financial Planning process will include a review of operational risks and consider the allocation of funds for risk management initiatives as part of the annual budget process. If additional funds are required approval will be sought initially from CLT.

8. BENEFITS OF EFFECTIVE RISK MANAGEMENT

8.1 Effective risk management will deliver a number of tangible and intangible benefits to Individual services and to the Council as a whole e.g.

Improved Strategic Management

- Greater ability to deliver against objectives and targets
- Increased likelihood of change initiatives being achieved effectively
- Improved reputation, hence support for regeneration

Improved Operational Managements

- Reduction in interruptions to service delivery.
- Reduction in managerial time spent dealing with the consequences of a risk event occurring
- Improved health and safety of employees and others affected by the Council's activities
- Compliance with legislation and regulations

Improved Financial Management

- Better informed financial decision-making
- Enhanced financial control
- Reduction in the financial costs associated with losses due to service interruption, litigations, etc.
- Improved containment of insurance premiums.

Improved Customer Service

- Minimal service disruption to customers and a positive external image

North West Leicestershire District Council
July 2014

North West Leicestershire District Council Risk Management Framework

(A) What is this framework?

This framework is intended to promote a set of uniform risk management procedures through which directorates will identify, analyse, monitor and manage the risks faced by the Council.

For the purposes of the framework, risk management is defined as *“the identification, analysis, management and financial control of those risks that can impact on the Council’s ability to deliver its services and priorities.”*

Risk management is therefore concerned with better decision making, through a clear understanding of all associated risks before final decisions are made by either Members or officers. When risks are properly identified, analysed and prioritised it is possible to formulate action plans that propose management actions to reduce risk or deal adequately with the consequences of the risks should they occur. The underlying aim is to treat, terminate or transfer risk to bring them to an acceptable manageable level within the Council, monitor tolerated risk, ensuring services to the public can be maintained, and that the Council’s priorities can be fulfilled.

Risk management therefore supports the Council’s service planning process by positively identifying the key issues that could affect the delivery of the service objectives.

(B) Why does the council need to consider risk management as part of its service planning?

All organisations have to deal with risks, whatever their nature. As a general principle the Council will seek to reduce or control all risks that have the potential to:

- harm individuals;
- affect the quality of service delivery or delivery of the Council’s priorities;
- have a high potential of occurrence;
- would affect public confidence;
- would have an adverse effect on the Council’s public image;
- would have significant financial consequences.

Risk Management cannot therefore be considered in isolation, but needs to be an integral part of decision-making and service planning processes of the Council. Risk management must be fully embedded in:

- service planning,
- performance management,
- best value,
- committee reports.

(C) Assessing risk

Once risks have been identified, an assessment of their significance is required. This requires a robust and transparent scoring mechanism to be used uniformly across Council directorates.

Scoring should be a group exercise including managers and frontline employees. This is because people’s perceptions vary and this can have an effect on scoring the risk. Employees who experience a risk every day can become complacent and fail to see how serious it may actually be, whilst a group will usually see the wider impact.

A decision on risk ownership is also required. The owner should be at management level and be responsible for ensuring that controls identified to manage the risk are in place and that they are effective. Delegation of responsibility for particular actions to other employees is acceptable, but overall control of risk must remain with management.

Tables 2 and 3 below set out a scoring mechanism for assessing the likelihood and the impact of exposure to risk.

Table 2 – assessing the likelihood of exposure

1 Low	Likely to occur once in every ten years or more
2 Medium	Likely to occur once in every two to three years
3 High	Likely to occur once a year
4 Very high	Likely to occur at least twice in a year

Table 3 – assessing the impact of exposure

1. Minor	Loss of a service for up to one day Objectives of individuals are not met No injuries Financial loss below £10,000 No media attention No breaches in council working practices No complaints/litigation
2. Medium	Loss of a service for up to one week Service objectives of a service unit are not met Injury to an employee or member of the public requiring medical treatment Financial loss over £10,000 Adverse regional or local media attention – televised or news paper report High potential for a complaint litigation possible Breaches of regulations/standards

<p>3. Serious</p>	<p>Loss of a service for one week or more Service objectives of the directorate are not met Non- statutory duties are not achieved Permanent injury to an employee or member of the public Financial loss over £100,000 Adverse national or regional media attention – national news paper report Litigation to be expected Breaches of law punishable by fine</p>
<p>4. Major</p>	<p>An incident so severe in its effects that a service or project will be unavailable permanently Strategic priorities are not met Statutory duties are not achieved Death of an employee or member of the public Financial loss over £1m. Adverse national media attention – national televised news report Litigation almost certain and difficult to defend Breaches of law punishable by imprisonment</p>

(D) Prioritisation of risk

Table 4 brings together in a matrix the likelihood and impact of risk.

Table 4 – a risk matrix

		Likelihood			
		1	2	3	4
Impact	4	4	8	12	16
	3	3	6	9	12
	2	2	4	6	8
	1	1	2	3	4

Based on this matrix, the Council must decide on the level of risk it is prepared to accept as part of its ongoing operations. Any risk above the agreed level should be considered unacceptable and will therefore need to be managed. The risks in the above matrix fall into three zones; red, amber and green. Table 5 sets out the Councils intended response to these risks.

Table 5 – Intended responses to risk

Red	Controls and/or mitigating actions are required to reduce the risk to an acceptable level. Effort should be focused on reducing the risk of any items appearing in this zone, hence moving them to the amber or green zone.
Amber	Risks will require ongoing monitoring to ensure they do not move into the red zone. Depending on the resources required to address the red risks, it may be appropriate to develop controls/mitigating actions to control these risks.
Green	Existing controls and/or mitigating actions are sufficient and may be excessive. More resource committed to reduce these risks is likely to be wasted. Consideration should be given to relaxing the level of control to release resources for mitigating higher level risks.

(E) Format of the risk register

Annex 1 to this framework provides a standard format.

Ref No	Risk Owner/ Collector	Risk Description	Consequence	Inherent risk			Existing Control Measures	Mitigated risk (current after existing controls)			Are existing control measures acceptable? Y/N	If not, what additional mitigating actions are required?	Target risk (after additional actions implemented)			
				L	I	IRR		L	I	MRR			L	I	TRR	

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 29 JULY 2014

Title of report	ADDITIONAL COSTS OF THE DECENT HOMES PROGRAMME 2014/2015
Key Decision	a) Financial Yes b) Community Yes
Contacts	<p>Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Councillor Roger Bayliss 01530 411055 roger.bayliss@nwleicestershire.gov.uk</p> <p>Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk</p> <p>Head of Finance 01530 454520 ray.bowmer@nwleicestershire.gov.uk</p> <p>Head of Housing 01530 454780 chris.lambert@nwleicestershire.gov.uk</p>
Purpose of report	To outline the additional costs of the Decent Homes Programme 2014/15, to consider the Policy Development Group's comments and to consider a recommendation to Council as a departure from the budget
Reason for Decision	To make recommendations to Council for funding to complete the Decent Homes Programme.
Council Priorities	Value for Money Homes and Communities
Implications:	
Financial/Staff	The implications of the decision are covered in the report
Link to relevant CAT	Not applicable
Risk Management	The risks associated with the decision are covered in the report

Equalities Impact Assessment	The implications of the decision are covered in the report
Human Rights	Not applicable
Transformational Government	Not applicable
Comments of Deputy Chief Executive	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	On the advice of Bevan Brittan this report is satisfactory
Consultees	Housing Revenue Account Business Plan Project Board
Background papers	<p><u>Additional Costs of the Decent Homes Improvement Programme 2014/15 (Cabinet - 4 March 2014)</u></p> <p><u>Call-in of Cabinet decision of 4 March 2014 entitled 'Additional Costs of the Decent Homes Programme 2014/15' (Policy Development Group - 12 March 2014)</u></p>
Recommendations	<p>THAT CABINET -</p> <ol style="list-style-type: none"> 1. NOTES THE REDUCTION IN THE NUMBER OF GRANT ELIGIBLE PROPERTIES AND THE CONSEQUENT REDUCTION IN BACKLOG FUNDING GRANT AS DETAILED IN SECTION 4.0 OF THIS REPORT, AND THE PROJECTED ADDITIONAL COST OF MAKING ALL IDENTIFIED NON DECENT HOMES MEET THE DECENT HOMES STANDARD BY MARCH 2015. 2. CONSIDERS THE OUTCOME OF THE POLICY DEVELOPMENT GROUP'S CONSIDERATION OF THIS MATTER AT THEIR MEETING ON 16 JULY 2014. 3. RECOMMENDS TO COUNCIL THE REVISED 2014/15 HOUSING CAPITAL PROGRAMME AND HRA BUDGET AS DETAILED IN APPENDIX A AND B OF THIS REPORT TO FUND THE COMPLETION OF ALL THE REQUIRED WORK, AND THE AMENDED PRUDENTIAL INDICATORS DETAILED IN APPENDIX C AS A DEPARTURE FROM THE CURRENT BUDGET

1.0 BACKGROUND

- 1.1 This report will advise Cabinet of the outcome of the detailed evaluation of the number of newly identified non decent properties, the projected cost of completing works to them, and the funding sources for completing this work This includes the draft revised Housing Revenue Account (HRA) Budget (as Appendix A), draft revised Capital Programme (as Appendix B) and draft revised prudential indicators (as Appendix C).
- 1.2 In addition it will also explain the implications of the data analysis completed as part of the end of year process following the successful completion of the 2013/14 Decent Homes Improvement Programme, and the effect of this on our Decent Homes Backlog Funding Grant allocation for 2014/15.
- 1.3 The impact of the funding implications of these matters on the Housing Revenue Account Business Plan is addressed in a separate paper on the agenda for this meeting of Cabinet.

2.0 DELIVERY OF THE DECENT HOMES PROGRAMME TO DATE

- 2.1 The Decent Homes Improvement Programme (DHIP) for 2013/14 has recently been completed, with a total of 2,118 Council tenants homes having now been made decent over two years using a combination of Homes and Communities Agency (HCA) backlog funding grant (£12.2m) and North West Leicestershire District Council funding sources during 2012/13 and 2013/14. Customer satisfaction with the completed works is 97.5% for Q4 of 2014/15 against a target of 95%.
- 2.2 The Homes and Communities Agency undertake an annual Value For Money benchmarking comparison exercise, to allow all Council's in receipt of Decent Homes Backlog Funding to compare their costs for specific items of work. An analysis of this cost information is attached as Appendix D and demonstrates strong performance in terms of low costs for 2012/13 and 2013/14. 2014/15 costs are also included in the appendix for illustrative purposes although these will not be able to be compared with others until the end of the 2014/15 programme when all final costs are declared.

3.0 ADDITIONAL NON DECENT HOMES

- 3.1 Further extensive work has been undertaken since the completion of the 2013/14 improvement programme at the end of March 2014 to reconcile details of the works completed to tenants' homes with both our new stock condition information, the original backlog funding bid, and the level of funding available.
- 3.2 The stock condition surveys we have been completing each year have now given us a comprehensive data base of both all the work completed, and that still required to all tenants' homes. This process has resulted in us refining our understanding of the decency position of each property, and as a result of this there have been a number of changes in the decency status of many homes. This has included both homes that were believed to be non decent that were actually found to be decent, and homes believed to be decent that were actually non decent. In addition the surveys have clarified the scope of work required at each property, which has minimised the number of variations identified between the work we order and the work actually required at each address

when the contractors commence. This makes expenditure more predictable, and reducing the opportunity for contractors to charge extra for unplanned works.

- 3.3 At the time of preparing the previous reports, a projected 296 newly identified non Decent Homes had been identified, which at a projected average cost per unit of £8,014 (the average cost per property of the 2014/15 programme) would have required additional funding of £2,372,144. The detailed property reconciliation previously referred to has resulted in an additional nine properties being identified, which therefore increases the total number to 305, requiring a revised projected funding amount of £2,444,270 (£8,014 multiplied by 305 properties).
- 3.4 There is no formal requirement for the work to these homes to be completed by March 2015. This means we could simply defer works until the 2015/16 improvement programme, and make an appropriate provision within the 2015/16 capital programme to fund this.
- 3.5 Alternatively, Cabinet may wish to recommend to Council that these properties are added to the decent homes improvement programme for 2014/15 and if this is the preferred option, additional funding of up to £2,444,270 will be required. The potential sources of this funding will be examined in a subsequent section of this report.

4.0 2014/15 DECENT HOMES BACKLOG FUNDING GRANT

- 4.1 The original bid for backlog funding was produced in 2010, and was based on a projected number of non decent homes from our housing stock condition information held at the time. This included an assessment of the number of properties that would fail the decent homes standard before April 2012 (which were eligible for backlog funding grant) and a number that would fail after April 2012 (which were not eligible for backlog funding grant).
- 4.2 As part of the property details reconciliation completed at the end of the 2013/14 improvement programme, we have identified that a net figure of 91 homes that we believed would qualify for backlog funding grant from information available at the time of the bid, but actually failed the standard after April 2012, and are therefore not eligible for grant.
- 4.3 As a result of this, following negotiations with the HCA our grant allocation for 2014/15 will be adjusted to reflect the reduction in grant eligible property numbers. This will result in our total grant for 2014/15 being reduced by £618,895 (average grant level of £6,801 per property, multiplied by 91 homes). The impact of this on the three year grant funding is shown in the table below.

Original and Revised Decent Homes Backlog Funding Grant

Year	Original grant funding	Revised grant funding
2012/13	£3.69m	£3.69m
2013/14	£8.5m	£8.5m
2014/15	£8.56m	£7.94m
Total	£20.75m	£20.13m (3% reduction)

4.4 As these 91 properties failed the decent homes standard after April 2012, there is no requirement for them to be improved by March 2015, when the decent homes improvement programme ends. However, if Cabinet was minded to recommend to Council that the work was completed, an additional £618,895 would be required.

5.0 FUNDING OPTIONS AVAILABLE

5.1 The total funding available from the current approved/revised capital programme to complete the 2014/15 Decent Homes Improvement Programme is detailed in the table below.

Approved and Revised Budget for Decent Homes Improvements 2014/15

Funding Source	Approved Budget	Available Budget	Required budget
Decent Homes Backlog Funding	£8,560,000	£7,941,105*	£7,941,105*
NWLDC funding provision (inc Asbestos and Enabling works)	£2,291,667	£2,291,667	£2,291,667
Approved additional funding for cost increases in the 2014/15 programme	£1,650,058	£1,650,058	£1,650,058
Additional funding - 305 newly identified non decent homes (305 @ £8,014)			£2,444,270
Additional funding - 91 non decent homes that do not qualify for grant (91 @ £6,801)			£618,895
Total	£12,501,725	£11,882,830	£14,945,995

*reduced to reflect reduction in the number of grant eligible properties.

5.2 If it is decided to make sufficient financial provision to complete improvement works to all non decent homes by March 2015, additional funding will be required as detailed in the table below.

Available / Required Funding for Completion of Non Decent Homes in 2014/15

	Available budget (revised)	Required Funding (to complete all properties)	Difference
2014/15 Decent Homes Improvement Programme	£11,882,830	£14,945,995	-£3,063,165

- 5.3 In the event of the decision being taken to complete works to all the non decent homes not eligible for grant funding and the newly identified non decent homes, a total of £3,063,165 will therefore be required
- 5.4 It is important to note that this amount will provide sufficient funding to complete all the required works to all the properties in the programme, however it is not anticipated that we will be able to complete the required works to all of the properties due to tenants refusing works or property sales through the right to buy scheme. Where property numbers reduce, we will either have a reduction in our grant funding for grant eligible properties (pre April 2012 decent homes failures) or there will be a corresponding underspend at the end of the 2014/15 financial year on the approved budget for properties we are funding from our own budget. As we cannot accurately predict the number of refusals or sales, and whether these will be grant eligible or funded by ourselves, it is felt the most prudent approach is to make financial provision to complete the entire programme, although noting that the whole budget may not be required.
- 5.5 Any properties where work is not completed will require improvement at some subsequent point, and this will require an appropriate financial provision to be included in subsequent years' capital programmes. In order to maximise the amount of grant funding we can access, every effort is being made to work with tenants to secure access to complete the required work during 2014/15.
- 5.6 If grant eligible properties are sold, or the tenants refuse work, no expenditure is incurred, so any reduction in grant income has no net effect on the programme budget.
- 5.7 There are a number of potential sources for the required funding of £3,063,165. In determining the most appropriate source of funding (should it be required) we have taken advice from our retained treasury management advisors Arling Close, and having evaluated the options available, it is currently recommended that the funding is obtained from the following sources
- £613,451 2014/15 Capital Programme, unallocated contingency.
 - £1,206,359 - Capital Programme, underspend from 2013/14 (subject to confirmation as part of the final accounts process)*.
 - £1,243,355 - HRA Balances, through An additional Revenue Contribution to Capital Outlay (in addition to the £1,679,058 already included in the approved HRA and Capital Programme budgets for 2014/15).
 - £3,063,165 – Total required funding.

*In the event that the 2014/15 Decent Homes expenditure is less than projected less will be needed to be taken from HRA balances.

This approach will ensure we have available the financial capacity to complete all the required works to tenants homes.

- 5.8 It is important to note the use of additional HRA Balances will affect the HRA Business Plan in the medium to longer term, and a revised debt management approach may be

required. This is being evaluated and will be considered as part of the 2015/16 budget setting process.

- 5.9 If the proposed funding of the required work is approved, it will require an amendment to the approved HRA budget, Capital programme and prudential indicators. Details of the amended budgets and indicators are attached as Appendix A, B, and C.

6.0 POLICY DEVELOPMENT GROUP

- 6.1 Following the call in of the previous Cabinet decision relating to the additional costs of the Decent Homes programme, this matter was considered by the Policy Development Group on the 16 July 2014. A draft of the minutes is attached as Appendix E.

Cabinet will be updated with any officer views and advice on issues raised by the Policy Development Group.

7.0 CONCLUSION

- 7.1 Additional costs have been identified in relation to both newly identified non decent homes, and homes found not to be eligible for decent homes backlog funding grant following the reconciliation of stock condition information and works completed in the 2013/14 improvement programme.
- 7.2 As a result of these changes up to £3,063,165 will be required to provide the budget capacity to make all tenants' homes decent by March 2015. This report identifies the recommended source of this funding, and Cabinet will need to recommend the amended budgets attached as appendices to this report to Council on the 16 September 2014 if they wish the work to be completed as a departure from the current budget.

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HOUSING REVENUE ACCOUNT SUMMARY

LINE NO.	DETAIL	2013/2014		2014/2015
		Budget £	Provisional Out-turn £	Estimate £
HOUSING REVENUE ACCOUNT				
1.	TOTAL REPAIRS & MAINTENANCE	4,849,230	4,832,788	4,933,190
SUPERVISION & MANAGEMENT				
2.	General	2,114,740	1,952,754	2,117,130
3.	Special / Supporting People	229,830	152,408	387,720
4.		2,344,570	2,105,162	2,504,850
5.	PROVISION -DOUBTFUL DEBTS	96,760	224,154	170,790
6. CAPITAL FINANCING:-				
7.	Depreciation - MRA & other	4,008,170	3,985,825	3,995,170
8.	Debt Management Expenses	1,380	1,424	1,390
9.		4,009,550	3,987,249	3,996,560
10.	TOTAL EXPENDITURE	11,300,110	11,149,353	11,605,390
11. RENT INCOME				
12.	Dwellings	16,051,250	15,756,907	16,741,400
13.	Service Charges	316,550	308,630	304,550
14.	Garages & Sites	89,020	85,212	80,920
15.	Other	26,100	13,877	26,100
16.		16,482,920	16,164,626	17,152,970
17. GOVERNMENT GRANTS				
18.	Decent Homes Backlog Grant	0	8,500,000	7,941,105
		0	8,500,000	7,941,105
19.	TOTAL INCOME	16,482,920	24,664,626	25,094,075
20.	NET COST OF SERVICES	-5,182,810	-13,515,273	-13,488,685
21.	CAPITAL FINANCING - HISTORICAL DEBT	175,000	144,406	175,000
22.	CAPITAL FINANCING - SELF FINANCING DEBT	3,257,170	3,257,167	3,257,170
23.	INVESTMENT & OTHER INCOME	-25,200	-37,721	-25,200
24.	PREMATURE LOAN REDEMPTION PREMIUMS	19,270	19,273	14,470
25.		3,426,240	3,383,125	3,421,440
26.	NET OPERATING EXPENDITURE	-1,756,570	-10,132,148	-10,067,245
27.	REVENUE CONTRIBUTION TO CAPITAL	250,000	250,000	2,922,413
28.	DEPRECIATION CREDIT - VEHICLES	0	0	-50,730
29.	DECENT HOMES BACKLOG GRANT FINANCING	0	8,500,000	7,941,105
30.	CONTINGENCY	33,000	0	0
31.	TRANSFER FROM RESERVES	0	-126,853	0
32.		283,000	8,623,147	10,812,788
33.	NET (SURPLUS) / DEFICIT	-1,473,570	-1,509,001	745,543
<u>HRA BALANCES</u>				
35.	Balance Brought Forward	-3,759,156	-3,759,156	-5,268,157
36.	(Surplus)/Deficit for Year	-1,473,570	-1,509,001	745,543
37.	Balance as at year end	-5,232,726	-5,268,157	-4,522,614

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	Notes	2013/14 Outturn	2014/15 Original Budget (Cabinet 11/02/2014)	2014/15 Revised (Council 25/03/2014)	2014/15 Revised June 2014	2015/16	2016/17	2017/18	2018/19	
2010/12 Programme										
Miscellaneous		1,000								
2012-17 DHIP Programme										
Year 1 programme slippage (including Major Aids & Adaptations completed under DHIP)										
Year 2 Programme Slippage	Works completed in Year 2 (2013/14) that will be paid from year 3.				245,000					
HCA Funded Properties (90% of pre 2012 failures)			8,560,000	8,560,000	7,941,105	-	-	-	-	
NWLDC Funded Properties (10% + post 2012 failures)	Includes funding for Decent Home works to an additional 305 properties at an additional cost of £2,444,270. Post 2015/16 as per PIMSS	12,320,000	1,426,667	3,076,725	6,139,890	4,500,000	4,500,000	4,500,000	4,500,000	
Enabling Works Provision	Works in addition to core DHIP spec which are essential to complete jobs.		415,000	415,000	415,000	132,000	132,000	132,000	132,000	
Asbestos Handling	Disposal of asbestos, following R&D asbestos surveys	49,000	450,000	450,000	450,000	50,000	50,000	50,000	50,000	
Year 3 and 4 Scoping Surveys	Final year of scoping surveys	267,000								
2012-17 HPIP Programme										
2013/14 Slippage					378,000					
Fire Risk Assessment Remedial Works	Includes provision for fire risk assessment work, including doors, signage, external openings.	7,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	
Lift Replacement	6 lift replacements at Sheltered Schemes	14,000	300,000	300,000	300,000					
Fire Alarm / Emergency Lighting	Sheltered scheme & communal flats emergency lighting and fire alarm upgrades	15,000	194,000	194,000	194,000					
Communal Boilers	4 schemes + Woulds/Cherry Tree	50,000								
Defective floor slabs (red ash floors)/Damp proofing (Loughborough rd and other identified in year)	Assumption of average of 25 properties p.a. @ £6k each. Loughborough rd - 17 properties, other - 15 properties pa £2.5k each. Budget originally intended for chemical injection, likely that other remedial works will be completed instead within same budget provision	190,000	310,000	310,000	310,000	187,500	187,500	187,500	187,500	
Fuel swaps (solid fuel to gas supply)	Energy company rebate on fuel swaps income = £12k estimate	6,000	78,000	78,000	78,000	25,000	25,000	25,000	25,000	
Garage Modernisation	One off £100k provision for demolitions, resurfacing & lighting works		100,000	100,000	100,000	-	-	-	-	
Carbon Monoxide Detectors	Potential delivery through solid fuel servicing contractor as will not exceed CV by more than 50%	13,000		-	-	-	-	-	-	
DH Works in Voids and Tenanted Properties	Additional provision added 13/14 to reflect historic expenditure trends	528,000	850,000	850,000	850,000	850,000	850,000	850,000	850,000	Anticipate higher void costs in 2014/15, however provision not increased since 2013/14 O/T £530k against £850k budget.
Major Aids & Adaptations	Expenditure on flat floor shower on DHIP needs a virement of additional costs over standard bathroom to be transferred out of this budget where there is not an active A&A referral @ an approx cost of £1200 pp	29,000	380,000	380,000	380,000	350,000	350,000	350,000	350,000	Underspend from 2013/14 (£111k) not added to 2014/15 as contract let on £1.43m to 2017/18
Development Site Preparations	Related to decommissioned sheltered schemes.		40,000	40,000	40,000	-	-	-	-	
Insulation Works	Principally external wall works. External grant income anticipated.		660,000	660,000	660,000	-	-	-	-	
Green & Decent Installations	Pilot costs for 2013/14, recurring budget requirement from 2015/16 for ongoing programme. External grant awarded (see funding below).		125,000	125,000	125,000	250,000	250,000	250,000	250,000	

IBS Upgrade (Contract Module)	Provision for repairs data requirements required to support implementation of repairs diagnostics and mobile working. Moved from 2012/13 to 2013/14.	33,000								
Speech Module	Replacement of speech module equipment in hard wired older persons accommodation.		50,000	50,000	50,000	50,000	50,000	50,000	50,000	
Capital Programme Delivery Costs	Includes Decent Homes Improvement Programme contingency	701,000	698,000	698,000	698,000	623,000	623,000	623,000	623,000	£126k forecast capacity within this budget (£80k provision + £46k 'Contract Manager')
Unallocated/Contingency	Contingency prior to 2015/16 incorporated into individual budget lines. For 2015/16 onwards separate provision held to ensure adequate capacity available to meet in years needs as and when identified.					500,000	500,000	500,000	500,000	
One for One replacement programme	RTB receipts that must be made available for one for one replacement					122,178				
One for One replacement programme	NWLDC Contribution					285,083				
Capital Allowances Programme to be defined	Review of income from asset disposals will determine capacity within this budget. Potential option of funding works within Other Investment category from this source									
Total Programme Costs		14,223,000	14,676,667	16,326,725	19,393,995	7,964,761	7,557,500	7,557,500	7,557,500	
Funding										
Usable balances held		4,008,000	1,720,500	1,720,500	3,235,000	-	10,034	9,907	10,227	
Retained Right to Buy Receipts (RTB)	Based on assumed income projections in accordance with the the Right to Buy and One for One replacement policy	143,000	203,618	203,618	203,618	190,293	185,686	177,463	170,051	
RCCO	Balancing transfer from HRA to be verified through HRA Business Plan Model. For 2014/15 the provision based on gaining access to all properties within the programme. Any properties for which access is not gained and the works are not carried out will result in a reduced value (see comments below)	250,000	490,000	1,679,058	2,922,413	3,462,000	3,110,000	3,172,000	3,240,000	
Decent Homes Backlog Funding		9,026,000	8,560,000	8,560,000	7,941,105	-	-	-	-	
Major Repairs Allowance	More detailed work to be undertaken as part of HRA Business Planning and in reference to HRA component depreciation.	3,991,000	3,991,000	3,991,000	3,978,000	3,991,000	3,991,000	3,991,000	3,991,000	
Asset Disposals (Capital Allowance)	Income from sale of HRA (non RTB) assets. Target/estimate to be used one year in arrears. (Includes Broughton Street District Heating building).	40,000	325,000	325,000	325,000	100,000	100,000	100,000	100,000	
Windfall RTB receipts	Based on attributable debt income projections in accordance with the the Right to Buy and One for One replacement policy			461,000	770,859	231,503	170,687	117,358	56,680	
Green & Decent Funding					18,000					
Total Funding		17,458,000	15,290,118	16,940,176	19,393,995	7,974,796	7,567,407	7,567,727	7,567,959	
Cumulative Over / (Under Resource)		3,235,000	613,451	613,451	-	10,034	9,907	10,227	10,459	

The RCCO provision required for 2014/15 and subsequent years is dependent upon the number of properties within Year 3 of the Decent Homes Improvement Programme that we're able to gain access to in order to complete works.

For every pre 2012 failing property that we're unable to complete works in there will be a reduction in average expenditure of £8,014 per property and a reduction in decent homes backlog funding of £6,802 per property, the net affect being a reduction in expenditure of £1,212 per property. The value of RCCO will therefore fall for every pre 2012 failing property where work is not completed by £1,212 per property.

For every post 2012 failing property within the program that we are unable to gain access to there will be a reduction in expenditure of £8,014 per property. The value of RCCO will therefore fall for every post 2012 failing property where work is not completed by £8,014 per property.

PRUDENTIAL INDICATORS

1 Background

The Local Government Act 2003 requires the Authority to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code") when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Authority has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

2. Gross Debt and the Capital Financing Requirement

This is a key indicator of prudence. In order to ensure that over the medium term debt will only be for a capital purpose, the Authority should ensure that the debt does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional increases to the capital financing requirement for the current and next two financial years.

The Section 151 Officer reports that the Authority has had no difficulty meeting this requirement in 2012/13, nor is there any difficulties envisaged for future years. This view takes into account current commitments, existing plans and the proposals in the approved budget.

3. Estimates of Capital Expenditure

This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax and in the case of the HRA, housing rent levels.

Capital Expenditure	2013/14 Approved £m	2013/14 Revised £m	2014/15 Estimate £m	2015/16 Estimate £m	2016/17 Estimate £m
Non-HRA	1.779	2.031	2.496	1.122	1.281
HRA	15.865	15.738	19.394	7.965	7.558
Total	17.644	17.769	21.890	9.087	8.839

Capital expenditure will be financed or funded as follows:

Capital Financing	2013/14 Approved £m	2013/14 Revised £m	2014/15 Estimate £m	2015/16 Estimate £m	2016/17 Estimate £m
Capital receipts	0.239	0.183	1.299	0.522	0.456
Government Grants	8.873	9.255	8.183	0.224	0.224
Major Repairs Allowance	0.000	3.991	3.978	3.991	3.991
Reserves	3.048	2.635	3.980	0.000	0.000
Other Contribution-s106	0.000	0.055	0.115	0.000	0.000
Grants - Other	0.000	0.000	0.013	0.000	0.000
Revenue contributions	4.213	0.448	3.082	3.601	3.260
Total Financing	16.373	16.567	20.650	8.338	7.931
Supported borrowing	0.000	0.000	0.000	0.000	0.000
Unsupported borrowing	1.271	1.202	1.240	0.749	0.908
Total Funding	1.271	1.202	1.240	0.749	0.908
Total Financing and Funding	17.644	17.769	21.890	9.087	8.839

4. Ratio of Financing Costs to Net Revenue Stream

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs. The definition of financing costs is set out in the Prudential Code.

The ratio is based on costs net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2013/14 Approved %	2013/14 Revised %	2014/15 Estimate %	2015/16 Estimate %	2016/17 Estimate %
Non-HRA	10.22	10.08	10.14	9.83	10.18
HRA	14.68	15.87	14.91	14.78	14.65
Total (Average)	12.95	13.59	13.31	13.21	13.25

5. Capital Financing Requirement

The Capital Financing Requirement (CFR) measures the Authority's underlying need to borrow for a capital purpose. The calculation of the CFR is taken from the amounts held in the Balance Sheet relating to capital expenditure and its financing.

Capital Financing Requirement	2013/14 Approved £m	2013/14 Revised £m	2014/15 Estimate £m	2015/16 Estimate £m	2016/17 Estimate £m
Non-HRA	13.619	13.591	14.248	14.421	14.740
HRA	79.155	78.168	77.159	76.128	75.072
Total CFR	92.774	91.759	91.407	90.549	89.812

6. Actual External Debt

This indicator is obtained directly from the Authority's balance sheet. It is the closing balance for actual gross borrowing plus other long-term liabilities. This Indicator is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.

Actual External Debt as at 31/03/2013	£m
Borrowing	88.510
Other Long-term Liabilities	0.055
Total	88.565

7. Incremental Impact of Capital Investment Decisions

This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax and Housing Rent levels. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.

Incremental Impact of Capital Investment Decisions	2013/14 Approved £	2013/14 Revised £	2014/15 Estimate £	2015/16 Estimate £	2016/17 Estimate £
Increase in Band D Council Tax	2.55	2.59	2.99	2.32	2.63
Increase in Average Weekly Housing Rents	3.76	3.76	4.30	3.40 *	3.29 *

*The Government is proposing to change the basis of the calculation of rents from 2015/16 and has recently consulted on this but the outcome is as yet undetermined. The estimates for 2015/16 and 2016/17 are based on one of four potential options and are therefore subject to change, when a new method has been agreed.

8. Authorised Limit and Operational Boundary for External Debt

The Authority has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Authority and not just those arising from capital spending reflected in the CFR.

The **Authorised Limit** sets the maximum level of external debt on a gross basis (i.e. excluding investments) for the Authority. It is measured on a daily basis against all external debt items on the Balance Sheet (i.e. long and short term borrowing, overdrawn bank balances and long term liabilities). This Prudential Indicator separately identifies borrowing from other long term liabilities such as finance leases. It is consistent with the Authority's existing commitments, its proposals for capital expenditure and financing and its approved treasury management policy statement and practices.

The Authorised Limit has been set on the estimate of the most likely, prudent but not worst case scenario with sufficient headroom over and above this to allow for unusual cash movements.

The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

Authorised Limit for External Debt	2013/14 Approved £m	2013/14 Revised £m	2014/15 Estimate £m	2015/16 Estimate £m	2016/17 Estimate £m
Borrowing	97.100	97.100	99.914	97.579	97.025
Other Long-term Liabilities	1.000	1.000	0.700	0.700	0.700
Total	98.100	98.100	100.614	98.279	97.725

The Operational Boundary links directly to the Authority's estimates of the CFR and estimates of other cash flow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

The Section 151 Officer has delegated authority, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long-term liabilities. Decisions will be based on the outcome of financial option appraisals and best value considerations. Any movement between these separate limits will be reported to the next meeting of the Council.

Operational Boundary for External Debt	2013/14 Approved £m	2013/14 Revised £m	2014/15 Estimate £m	2015/16 Estimate £m	2016/17 Estimate £m
Borrowing	95.100	95.100	97.914	95.579	95.025
Other Long-term Liabilities	0.500	0.500	0.500	0.500	0.500
Total	95.600	95.600	98.414	96.079	95.525

9. Adoption of the CIPFA Treasury Management Code

This indicator demonstrates that the Authority has adopted the principles of best practice.

Adoption of the CIPFA Code of Practice in Treasury Management
The Authority has re-affirmed adoption of the CIPFA Treasury Management Code within this strategy, 11 February 2014.

The Authority has incorporated the changes from the revised CIPFA Code of Practice into its treasury policies, procedures and practices.

10. Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure

These indicators allow the Authority to manage the extent to which it is exposed to changes in interest rates. The Authority calculates these limits on net principal outstanding sums (i.e. fixed rate debt net of fixed rate investments).

The upper limit for variable rate exposure has been set to ensure that the Authority is not exposed to interest rate rises which could adversely impact on the revenue budget. The limit allows for the use of variable rate debt to offset exposure to changes in short-term rates on investments.

	Existing (Benchmark) level 31/03/13 %	2013/14 Approved %	2013/14 Revised %	2014/15 Estimate %	2015/16 Estimate %	2016/17 Estimate %
Upper Limit for Fixed Interest Rate Exposure	100	100	100	100	100	100
Upper Limit for Variable Interest Rate Exposure	50	50	50	50	50	50

The limits above provide the necessary flexibility within which decisions will be made for drawing down new loans on a fixed or variable rate basis; the decisions will ultimately be determined by expectations of anticipated interest rate movements as set out in the Authority's treasury management strategy.

Fixed rate investments and borrowings are those where the rate of interest is fixed for the whole financial year. Instruments that mature during the financial year are classed as variable rate.

11. Maturity Structure of Fixed Rate borrowing

This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years.

It is calculated as the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. The maturity of borrowing is determined by reference to the earliest date on which the lender can require payment.

Maturity structure of fixed rate borrowing	Lower Limit for 2014/15 %	Upper Limit for 2014/15 %
under 12 months	0	20
12 months and within 24 months	0	20
24 months and within 5 years	0	20
5 years and within 10 years	0	50
10 years and within 20 years	0	50
20 years and within 30 years	0	60
30 years and within 40 years	0	50
40 years and within 50 years	0	50
50 years and above	0	0

12. Upper Limit for total principal sums invested over 364 days

The purpose of this limit is to contain exposure to the possibility of loss that may arise as a result of the Authority having to seek early repayment of the sums invested.

	2013/14 Approved £m	2013/14 Revised £m	2014/15 Estimate £m	2015/16 Estimate £m	2016/17 Estimate £m
Upper Limit	5	5	5	5	5

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Decent Homes Backlog Programme Component Cost Analysis

The HCA annually benchmark cost information provided by each Local Authority delivering decent homes works with Decent Homes Backlog funding.

Costs are presented in graphical format that show the average price a Local Authority paid and the average costs paid by the other Local Authorities in respect of:

- Bathrooms
- Central Heating
- Doors
- Kitchens
- Rewiring
- Roofs
- Windows

Costs are comparable against all Authorities included in the Decent Homes Backlog programme for 2013/14:

North West	North East & Yorkshire and the Humber	Midlands	East & South East	South South west
(NW)	(NE & YH)	(Midlands)	(ESE)	(SSW)
Manchester	South Tyneside	Wolverhampton	Stevenage	Sedgemoor
Blackpool	NE Derbyshire	Nottingham	Brighton and Hove	Mid Devon
Salford	Bassetlaw	NW Leicestershire	Basildon	Wokingham
Cheshire West & Chester	Doncaster	Shropshire	Waverley	
	Durham	Northampton	Harlow	
	Chesterfield	Corby		
		Melton		

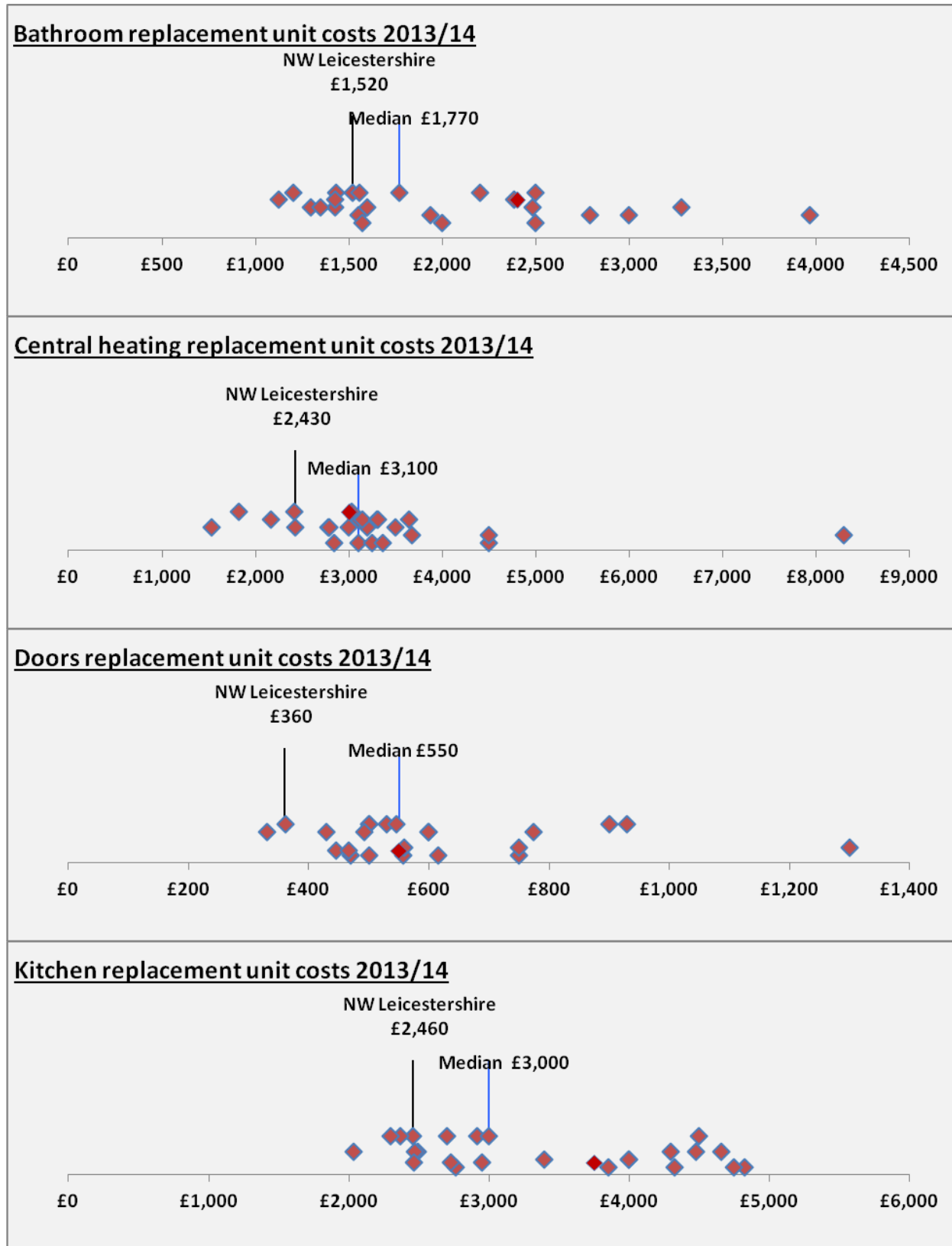
The information supplied by the HCA allows for comparison against all Authorities or regional only.

Nationally, North West Leicestershire District Council achieves upper quartile for all component costs. Regionally, lower quartile and median costs are achieved. The full set of graphs for 2013/14 can be found in Appendix A.

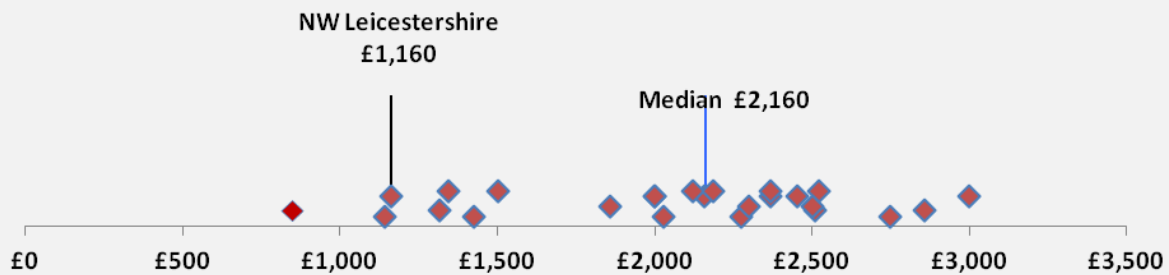
Comparison of other Local Authority (LA) 2013/14 costs against provisional 2014/15 DHIP costs has been assessed, the results of which are contained in Appendix B. It is important to note that the comparison is not a true reflection of 2014/15 unit costs since other LA 2014/15 costs will remain unknown until the end of 2014/15.

Appendix A

National Results



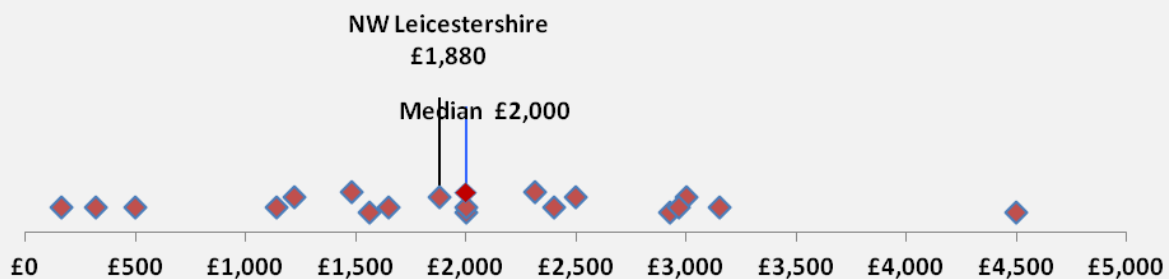
Rewiring replacement unit costs 2013/14



Roofing replacement unit costs 2013/14

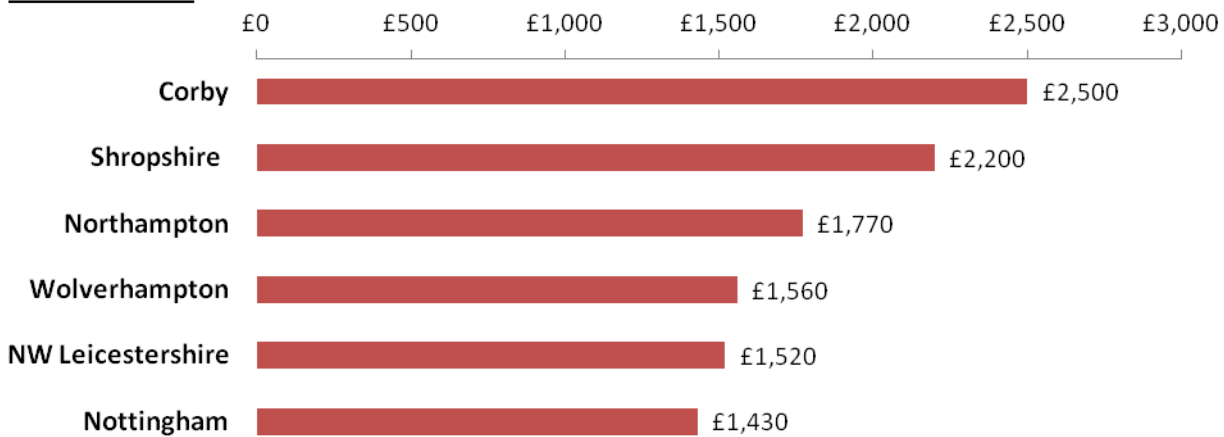


Windows replacement unit costs 2013/14



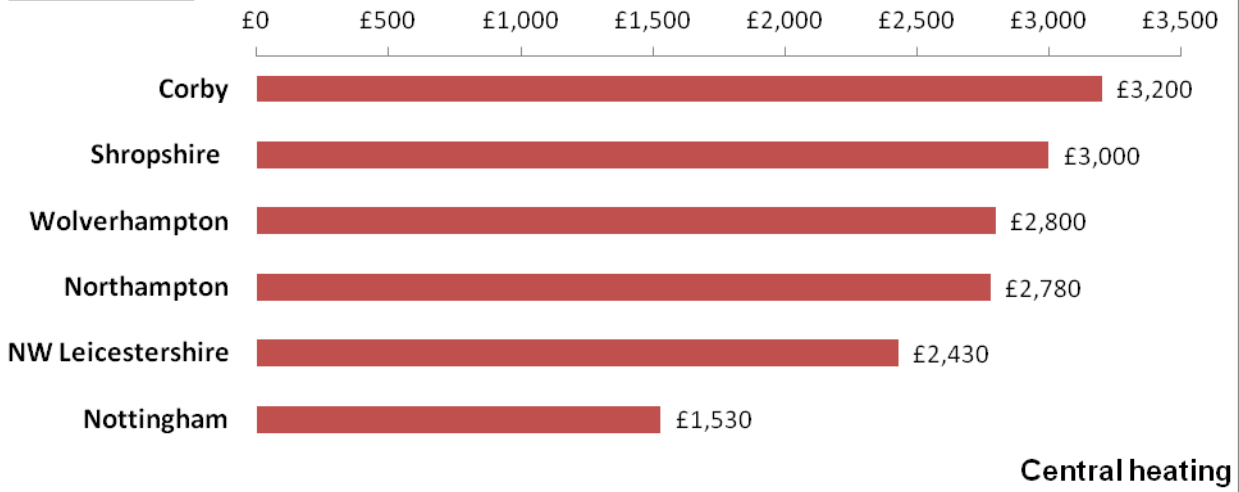
Regional Results

Midlands

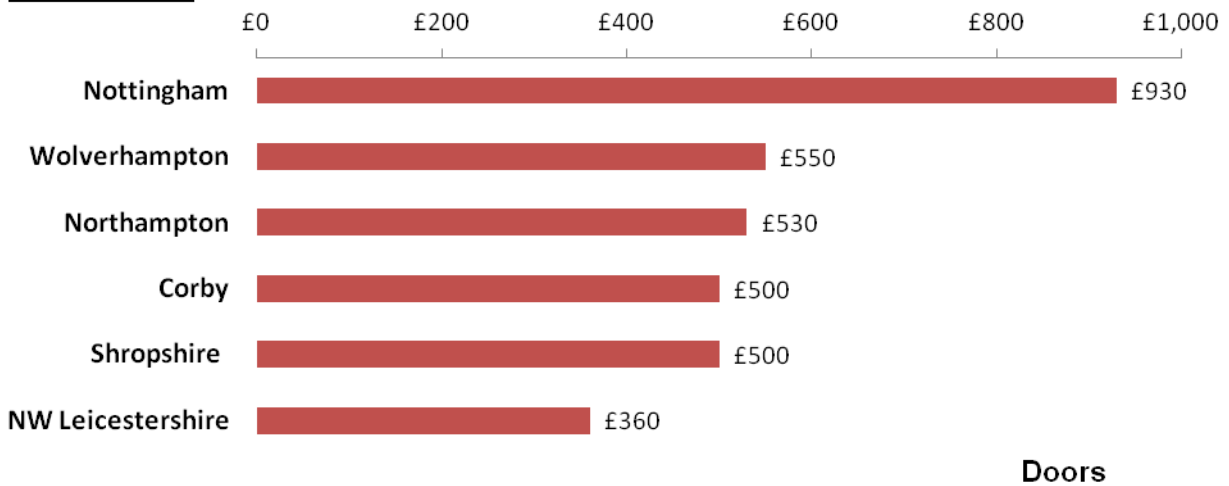


Bathroom

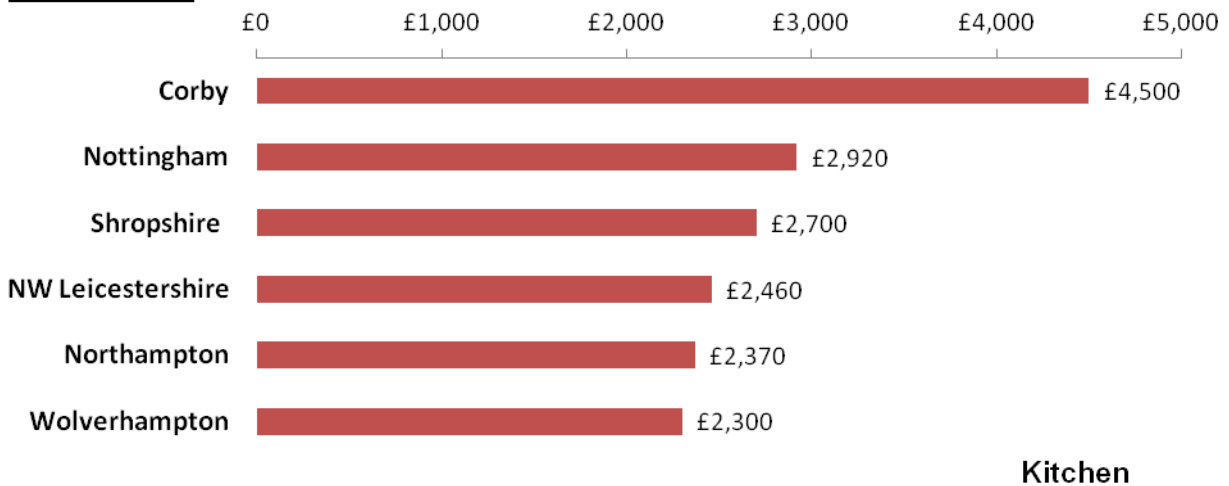
Midlands



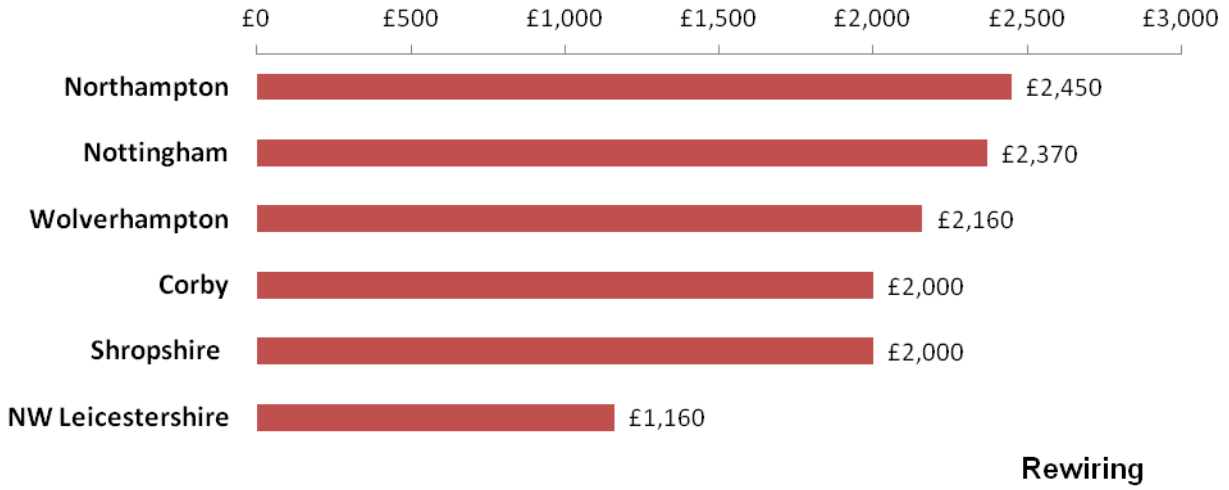
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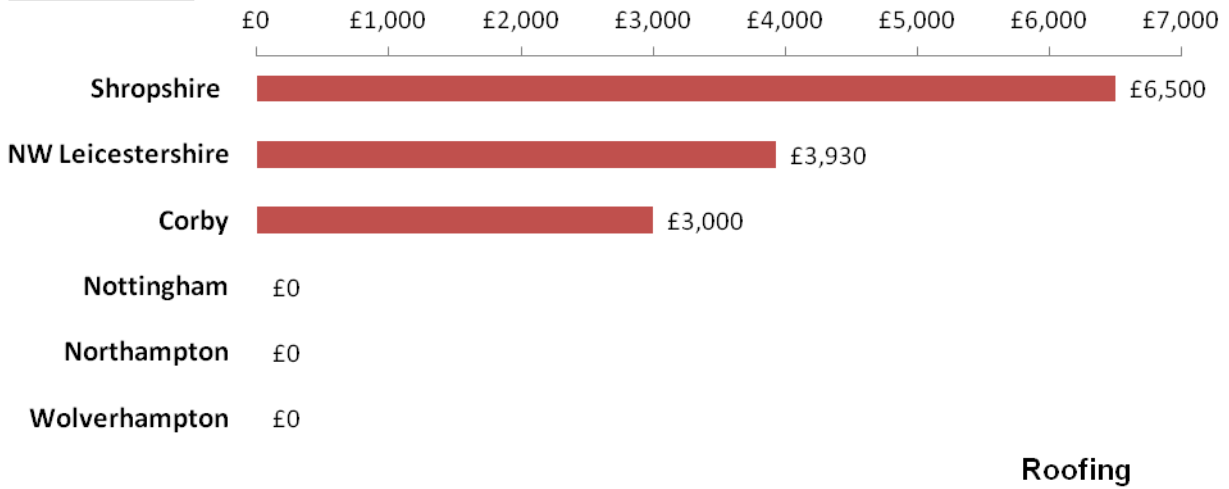
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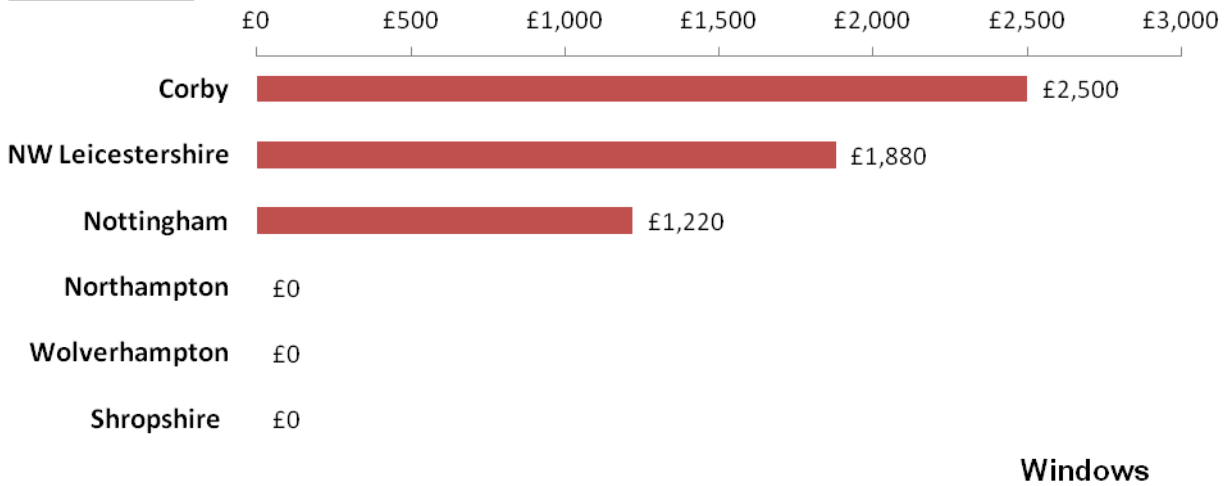
Midlands



Midlands



Midlands



Appendix B
NWLDC 2014/15 unit costs against DHB LA costs 2013/14

Bathroom replacement unit costs 2013/14		NWLDC 2014/15
Basildon	£3,970	
Bassetlaw	£3,280	
Harlow	£3,000	
Stevenage	£2,790	
Corby	£2,500	
Wokingham	£2,500	
NE Derbyshire	£2,480	
Blackpool	£2,400	
Manchester	£2,390	
Shropshire	£2,200	
Mid Devon	£2,000	
Waverley	£1,940	£1,931
Northampton	£1,770	
Chesterfield	£1,600	
Sedgemoor	£1,570	
Wolverhampton	£1,560	
Brighton and Hove	£1,550	
NW Leicestershire	£1,520	
Nottingham	£1,430	
Doncaster	£1,430	
Cheshire West & Chester	£1,430	
Durham	£1,350	
South Tyneside	£1,300	
Melton	£1,200	
Salford	£1,130	

Central heating replacement unit costs 2013/14		NWLDC 2014/15
Mid Devon	£8,300	
Harlow	£4,500	
Wokingham	£4,500	£4,278
Sedgemoor	£3,680	
NE Derbyshire	£3,640	
Melton	£3,500	
Basildon	£3,360	
Durham	£3,310	
Chesterfield	£3,300	
Waverley	£3,250	
Corby	£3,200	
Bassetlaw	£3,140	
Brighton and Hove	£3,100	
South Tyneside	£3,100	
Salford	£3,030	
Shropshire	£3,000	
Blackpool	£3,000	
Stevenage	£2,840	
Wolverhampton	£2,800	
Northampton	£2,780	
NW Leicestershire	£2,430	
Cheshire West & Chester	£2,420	
Doncaster	£2,160	
Manchester	£1,820	
Nottingham	£1,530	

Doors replacement unit costs 2013/14		NWLDC 2014/15
Mid Devon	£1,300	
Nottingham	£930	
Melton	£900	
Doncaster	£770	
Harlow	£750	
Wokingham	£750	
Stevenage	£620	
South Tyneside	£600	
Chesterfield	£600	
Sedgemoor	£560	
Brighton and Hove	£560	
Blackpool	£550	
Wolverhampton	£550	
Northampton	£530	
Corby	£500	
Waverley	£500	£499
Shropshire	£500	
Bassetlaw	£490	
Basildon	£470	
Salford	£470	
Manchester	£450	
NE Derbyshire	£430	
NW Leicestershire	£360	
Durham	£330	
Cheshire West & Chester	n/a	

Kitchen replacement unit costs 2013/14		NWLDC 2014/15
Basildon	£4,820	
Harlow	£4,750	
Bassetlaw	£4,660	
Corby	£4,500	
Chesterfield	£4,480	
Stevenage	£4,320	
NE Derbyshire	£4,300	
Mid Devon	£4,000	
Wokingham	£4,000	
Waverley	£3,850	
Blackpool	£3,750	
Sedgemoor	£3,390	£3,405
Melton	£3,000	
Manchester	£2,950	
Nottingham	£2,920	
Brighton and Hove	£2,760	
Cheshire West & Chester	£2,730	
Shropshire	£2,700	
Doncaster	£2,500	
South Tyneside	£2,470	
Salford	£2,460	
NW Leicestershire	£2,460	
Northampton	£2,370	
Wolverhampton	£2,300	
Durham	£2,030	

Rewiring replacement unit costs 2013/14		NWLDC 2014/15
Melton	£3,000	
Salford	£2,860	
Harlow	£2,750	
Bassetlaw	£2,520	
Cheshire West & Chester	£2,510	
Wokingham	£2,500	
Northampton	£2,450	
Nottingham	£2,370	
NE Derbyshire	£2,370	
Mid Devon	£2,300	
Stevenage	£2,280	
Durham	£2,190	
Wolverhampton	£2,160	
South Tyneside	£2,120	£2,061
Brighton and Hove	£2,030	
Corby	£2,000	
Shropshire	£2,000	
Sedgemoor	£1,860	
Chesterfield	£1,500	
Basildon	£1,430	
Doncaster	£1,350	
Manchester	£1,310	
NW Leicestershire	£1,160	
Waverley	£1,140	
Blackpool	£850	

Roofing replacement unit costs 2013/14		NWLDC 2014/15
Basildon	£14,130	
Waverley	£8,580	£8,882
Harlow	£6,500	
Shropshire	£6,500	
Brighton and Hove	£6,000	
Bassetlaw	£5,980	
Durham	£5,740	
Salford	£5,250	
Mid Devon	£5,200	
Melton	£5,000	
South Tyneside	£5,000	
Chesterfield	£5,000	
NW Leicestershire	£3,930	
NE Derbyshire	£3,830	
Wokingham	£3,800	
Manchester	£3,750	
Blackpool	£3,300	
Corby	£3,000	
Cheshire West & Chester	£2,850	
Doncaster	£1,720	
Stevenage	n/a	
Nottingham	n/a	
Northampton	n/a	
Wolverhampton	n/a	
Sedgemoor	n/a	

Windows replacement unit costs 2013/14		NWLDC 2014/15
Brighton and Hove	£4,500	
Mid Devon	£3,150	
Melton	£3,000	
Sedgemoor	£2,970	
Basildon	£2,930	
Corby	£2,500	
South Tyneside	£2,400	
Salford	£2,320	
Harlow	£2,000	
Chesterfield	£2,000	
Blackpool	£2,000	£1,998
NW Leicestershire	£1,880	
NE Derbyshire	£1,650	
Waverley	£1,560	
Manchester	£1,480	
Nottingham	£1,220	
Doncaster	£1,140	
Wokingham	£500	
Bassetlaw	£320	
Durham	£160	
Stevenage	n/a	
Northampton	n/a	
Wolverhampton	n/a	
Shropshire	n/a	
Cheshire West & Chester	n/a	

EXTRACT of the MINUTES of a meeting of the POLICY DEVELOPMENT GROUP held in the Council Chamber, Council Offices, Coalville on WEDNESDAY, 16 JULY 2014

Present: Councillor M Specht (in the Chair)

Councillors G A Allman (Substitute for Councillor V Richichi), N Clarke, J Cotterill, J Geary, D Howe (Substitute for Councillor D Everitt), A C Saffell and S Sheahan

In Attendance: Councillors R D Bayliss and T Neilson

Officers: Mr S Bambrick, Mr R Bowmer, Mr D Gill and Mrs M Meredith

6. ADDITIONAL COSTS OF THE DECENT HOMES PROGRAMME 2014/2015

The Director of Services introduced the item and sought agreement of the meeting to present the subsequent item, entitled "Updating the Housing Revenue Account Business Plan", concurrently as the two reports were inextricably linked.

The Director of Services presented the reports, drawing Members' attention to the final number of additional non-decent homes identified. He added that in addition to these 305 properties, there were a further 91 properties which, at the time of the original bid, were believed to have qualified for backlog funding. However, as part of the survey work undertaken, it had transpired that these 91 properties had become non-decent after April 2012 and therefore did not qualify. As a result of this, there would be a reduction in the Homes and Communities Agency (HCA) grant of £618,895. He added that these properties would still require improvement works as they were non-decent, however there would be no funding available for these works. Therefore, in addition to the shortfall identified in respect of the 305 properties which were never included in the original programme, the total shortfall was £3,063,165. He advised that the report to Cabinet sought their view and agreement to fund that shortfall to enable all Decent Homes works to be completed by the target date of April 2015. He referred Members to paragraph 5.7 of the first report which set out what was believed to be the most prudent options for funding the shortfall. He pointed out that if Members decided to fund the shortfall, the amount currently identified would be the absolute maximum amount required, as it was likely that some properties had been sold through the right to buy process, and some tenants could refuse improvement works. He advised that if a tenant refused improvement works, they were required to sign a form to evidence the refusal, and the property would then become decent for the purposes of the HCA. He added that works would subsequently be completed when the tenant vacated the property.

The Director of Services referred Members to the financial impact of funding the shortfall as set out in the second report and the potential implications which were indicated. He advised that the principal focus at present was to accrue enough funds by 2021/22 to repay the initial loans against the housing stock. At present, the Housing Revenue Account (HRA) Business Plan indicated a small shortfall of £112,000 due to changes in the housing market. He commented that the housing market was very fluid and there were likely to be further changes that would need to be taken into account. He advised that to date, an increased assumption in respect of properties sold under the right to buy scheme had been built in due to a substantial increase over the last 3 years, which had had an impact upon income. He advised that an increased vacancy rate had also been built in to reflect the current position. He added that the 2013/14 budget setting process had also been reflected in terms of the provisions for bad debt. He advised that the significant emerging issue in respect of rents and the national convergence policy had yet to be considered. He stated that taking into account the shortfall and the additional funding required for the Decent Homes works, the Council would clearly not be in a

position to repay the original loans against the housing stock. He added that no decision was being sought at this stage to address the shortfall, as there were other issues which needed to be built into the business plan. He referred Members to the options set out at paragraph 4.2 of the report and suggested that the most prudent and pragmatic way forward was a combination of reducing ongoing expenditure and refinancing the loans rather than repaying them. He advised that both of the reports would be considered by Cabinet on 29 July.

Councillor S Sheahan sought clarification on how much was spent on asbestos removal and stressed the importance of ensuring value for money. He asked if the Council was monitoring relationships between contactors and sub-contractors and whether officers were aware of any disputes or late payment issues. In respect of bad debt provision he asked whether the cause of the increase was due to the bedroom tax or rent levels generally.

The Director of Services agreed to provide a further breakdown of the costs of asbestos removal after the meeting. He advised that regular monitoring meetings took place with contractors and they were contractually required to make us aware of any disputes with sub-contractors. In respect of bad debt, he advised that it was difficult to indicate a specific cause as there were a number of issues which had had an impact. He added that in terms of rent arrears and the ability to pay, the welfare reform could be seen to have had a clear impact. He commented that there was also an increase in empty homes as people were moving into family homes or into shared accommodation.

Councillor S Sheahan commented that it would be helpful to have the extra 0.6% broken down and attributed to various causes to clarify where the problems were arising. He added that his question in respect of disputes with contractors had not been fully answered and acknowledged that it may not be possible to disclose this in a public meeting.

The Director of Services responded that if there were any disputes, he would be unable to discuss these in a public meeting, however he was not aware of any at present.

Councillor S Sheahan referred to paragraph 3.7 of the HRA Business Plan report and sought clarification on the replacement ratio of affordable housing.

The Director of Services responded that there was no specific ratio for replacement, and the income received from right to buy sales was reinvested in delivering affordable housing once an agreed financial threshold was crossed.

Councillor S Sheahan asked whether the replacement ratio was genuinely one for one.

The Director of Services responded that it was not one for one, and the income available was invested in providing new affordable housing. He advised that the route chosen for the provision of affordable housing would determine the replacement ratio.

Councillor S Sheahan asked if the Director of Services was suggesting that a replacement ratio of one for one was unrealistic.

The Director of Services responded that a ratio of one to one was not required in any case and depending upon the route chosen and the value for money received, the ratio could be more or less than one for one.

Councillor S Sheahan requested an update on the current position regarding the review of sheltered housing schemes and the improvement priorities post 2014/15.

The Director of Services advised that options were currently being considered in respect of the review of sheltered housing schemes, and would be brought forward as part of the budget setting process for 2015/16. He added that he was unable to provide any further detail at this point. In respect of the improvement priorities, he advised that this would include issues such as how Members wished to utilise any headroom in the HRA budget, and clearly the options for dealing with the additional costs would need to be considered. He advised that this would also be part of the budget setting process.

Councillor S Sheahan asked if officers were recommending a particular approach following the completion of the consultation on the sheltered housing schemes.

The Director of Services responded that he was not in a position to share this information as the due processes had not yet been completed. He agreed to write to Councillor S Sheahan separately.

Councillor N Clarke asked if bringing 396 homes up to standard by March 2015 was achievable. He sought clarification on what the impact and cost implications would be of delaying works to some properties. He referred to the refusal rates outlined in the first report and asked whether this was genuinely a problem.

The Director of Services responded that if Members decided not to fund the shortfall, the Decent Homes Improvement Programme would not be met by 2015. He advised that the consequences of this were that the Council would not have achieved what it had set out to, and the properties would still require these works which would need to be funded in subsequent years. He added that the cost of any delayed improvement works could not be guaranteed and there was a risk that this may increase. In respect of refusals, he advised that there were a number of different reasons for this, such as the elderly or infirm not wanting the disruption, or people not wanting works completed at a certain time of year. He explained that refusals from years 1 and 2 of the programme had been treated as deferrals. He added that ultimately the Council could not force the tenant to receive works to the property, with the exception of issues causing a risk to health and safety.

The Head of Finance added that the tenants who had refused works in years 1 and 2 were being revisited and offered partial works to try and ensure that homes were being made as decent as possible and the use of the funding available was maximised.

Councillor N Clarke asked if the work was achievable.

The Director of Services responded that the works could be completed by the target date of March 2015.

Councillor N Clarke referred to the financial implications as outlined in the second report. He asked what the impact of the additional costs would be on the revenue budget, and what the total budget was per year.

The Director of Services responded that the total HRA budget was just over £16,000,000.

The Head of Finance added that Appendix A to the first report set out the HRA budget and pointed out that savings could only be made on a limited number of budget heads as some of the funding was fixed. He added that there would need to be an assessment of where the least impact would be. He stated that the more palatable option would be to simply replace the loans which would have no impact upon the business plan, however there was a risk that the interest rate could be higher than at present.

Councillor D Howe stated that he remembered the last time right to buy agents were employed in this area. He commented that they had been very successful, however no new affordable housing had been provided.

Councillor A C Saffell commented that he was pleased to see value for money was being achieved and the Council was below the median for all costs. He congratulated the work that had been done to achieve this. He stated that he was equally disappointed that 91 homes were missed that now needed to be dealt with. He sought an explanation as to how they had been missed. He also requested an update on the previous report which had been provided regarding staff.

The Director of Services agreed to provide an updated report. He advised that the initial bid made to the HCA was not based on a survey of 100% of the housing stock. He advised that a 70% survey had been undertaken, which was comparatively quite high. He explained that the remaining properties had had an assumed rate of decency, and some of the assumptions made were wrong. He added that the decision had been taken to move to a 100% survey of the housing stock, which had come at a cost. He explained that in year 3, the final update of the survey had been completed, which included not only those properties which were due to be made decent, but also those where assumptions had been made about the levels of decency, and it was due to this process that the additional properties had come to light. He added that when the initial bid had been made, the Council was not in a position to undertake a 100% survey of the housing stock.

Councillor R D Bayliss added that at the time the initial survey was completed, this kind of opportunity had not been anticipated and staff had had to work with the information they had to submit the bid. He commented that under the circumstances, he was surprised that more properties had not been identified.

Councillor J Geary referred to the decision in 2007 to retain a housing stock which was in poor condition and not fit for purpose, which had required spending money. He added that there had been problems from day one as things had been done in a rush. He commented that 7 years later the Council was newly identifying non-decent properties, which indicated that the goalposts were always moving. He expressed concerns that more problems would arise in future and more money would be required to address them despite the assurances to the contrary. He added that he was not satisfied that the properties had been properly surveyed in the first instance. He asked if a contingency plan had been put in place. He also asked how the works were clerked and whether this was done in house. He asked how the Council was ensuring that value for money was being achieved and suggested that the statistics in the matrix could have been manipulated to the Council's advantage. He stated that he was very unhappy and requested a presentation to full Council on both reports going back to day 1 to enable members to chart how the current position had been arrived at as he believed more issues would arise. He expressed alarm regarding the refusal rates and felt that as a landlord, the Council had the right to maintain its properties as it saw fit. He sought clarification that a tenant would have no say if a property needed rewiring or work to the roof.

The Director of Services responded that tenants would have no say on any works required to address health and safety issues, such as rewiring.

Councillor J Geary stated that he would like a presentation at Council so that all Councillors who were interested could see how the current position had been arrived at, and to consider how this could be managed in future.

The Director of Services responded that it was a matter for Members if they wished to make a recommendation to Cabinet. In respect of any further issues arising, he stated

that as a 100% condition survey had now been undertaken, this was the first time that officers were certain of the levels of decency. In respect of the quality of the survey, he reminded Members that 30% of the stock had initially not been surveyed at all. In respect of clerking the works, he advised that 3 contract supervisors were employed by the Council and their role was to ensure that works were completed to a satisfactory standard. In respect of the matrix, he advised that the figures were provided by the HCA and showed a comparison of all authorities who were receiving backlog funding.

Councillor J Geary stated that he would like to fully comprehend the bigger picture as he did not understand how this position had been reached. He commented that there was every possibility of a change of leadership next May and added that someone could be inheriting a complex mess.

Councillor S Sheahan seconded the motion for a presentation to Council. He expressed concern that this could happen again. He felt that this would allow a full debate on how this could be managed in future.

Councillor D Howe asked if the 91 houses identified were in one area.

The Director of Services advised that the 91 houses were spread across the district and no particular concentration was discernible in terms of location. He added that he was happy to provide this information if required.

The Chairman referred Members to the recommendations in the report and sought a proposition.

It was moved by Councillor N Clarke, seconded by Councillor J Geary and

RESOLVED THAT:

Cabinet be asked to consider the comments from Policy Development Group prior to making decisions relating to the matters covered by this report.

Councillor S Sheahan referred to the request for a presentation at Council which had been moved and seconded.

The Director of Services responded that the intention was to attach the minutes of this meeting to the report to Cabinet, and the request for a presentation would be made clear. He added that this would then be a matter for Cabinet to consider.

Councillor S Sheahan sought clarification on whether it was necessary to refer this point to Cabinet.

The Deputy Monitoring Officer referred Members to section 7(b) of the Scrutiny Procedure Rules which indicated that Policy Development Group may make recommendations to Cabinet.

Councillor A C Saffell stated that he had asked a question a number of years ago as to how a Member could submit an item for a Council agenda. He stated that he was advised that such a request could be submitted to the Proper Officer via Democratic Services and the agreement of the Chairman could then be sought.

Councillor J Geary clarified that he was not particularly interested in having a debate at full Council, but wanted a presentation to enable all Members who were interested to attend to gain a full understanding of the issues.

The Director of Services responded that a request for a Member briefing in advance of Council could be accommodated far more easily. He added that the report received by Members at this meeting would eventually come before full Council and be debated.

Councillor S Sheahan added that as the seconder of the motion he felt the intention was to inform any subsequent debate.

The Chairman then put the motion to the vote and it was

RESOLVED THAT:

A briefing and presentation be arranged prior to full Council for all Members on the Housing Revenue Account Business Plan from its introduction to the present day.

7. UPDATING THE HOUSING REVENUE ACCOUNT BUSINESS PLAN

It was moved by Councillor S Sheahan, seconded by Councillor A C Saffell and

RESOLVED THAT:

Cabinet receives the comments of Policy Development Group at its meeting on 29 July.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 8.05 pm

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET– 29 JULY 2014

Title of report	UPDATING THE HOUSING REVENUE ACCOUNT BUSINESS PLAN
Key Decision	a) Financial Yes b) Community Yes
Contacts	Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Councillor Roger Bayliss 01530 411055 roger.bayliss@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk Head of Finance 01530 454520 ray.bowmer@nwleicestershire.gov.uk Head of Housing 01530 454780 chris.lambert@nwleicestershire.gov.uk
Purpose of report	To provide information for the Cabinet to take into account when considering the report on the agenda on funding for the Decent Homes Programme
Reason for Decision	The information provided in this report will influence the Cabinet's recommendations to Council for funding to complete the Decent Homes Programme.
Council Priorities	Value for Money Homes and Communities
Implications:	
Financial/Staff	The implications of the decision are covered in the report
Link to relevant CAT	Not applicable
Risk Management	The risks associated with the decision are covered in the report
Equalities Impact Assessment	The implications of the decision are covered in the report

Human Rights	Not applicable
Transformational Government	Not applicable
Comments of Deputy Chief Executive	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	On the advice of Bevan Brittan this report is satisfactory
Consultees	Housing Revenue Account Business Plan Project Board
Background papers	<u>Additional Costs of the Decent Homes Improvement Programme 2014/15 (Cabinet - 4 March 2014)</u> <u>Call-in of Cabinet decision of 4 March 2014 entitled 'Additional Costs of the Decent Homes Programme 2014/15' (Policy Development Group - 12 March 2014)</u>
Recommendations	THAT CABINET NOTE THE CONTENTS OF THIS REPORT IN THE CONTEXT OF CONSIDERING THE REQUEST FOR ADDITIONAL FUNDING FOR THE 2014/15 DECENT HOMES PROGRAMME AS DETAILED ON THIS MEETING AGENDA

1.0 BACKGROUND

- 1.1 This report is linked to the item on the agenda for this meeting entitled "Additional Costs for the Decent Homes Improvement Programme 2014/15".
- 1.2 The Housing Revenue Account Business Plan was originally approved by Cabinet on 27 March 2012, and provides the service and financial planning framework for the delivery of the Council's landlord services over a 30 year period. The Business Plan has two key elements, the narrative text section, and a financial spreadsheet model, which forecasts income and expenditure levels over the full 30 year plan period.
- 1.3 When the Business Plan was originally established it was proposed that it would be updated annually to reflect actual expenditure in the previous year and any budget adjustments, and fully reviewed every 5 years. However, in response to the additional funding required to deliver the Decent Homes Improvement Programme (DHIP) in 2014/15 and a range of other changes that have affected the Plan's base assumptions, it is being reviewed earlier than originally planned, as part of the preparations for the 2015/16 budget setting process. Cabinet will be asked to approve the revised HRA Business Plan, as part of the 2015/16 budget setting process.

- 1.4 This report provides Cabinet with an introduction to the key issues being addressed in the reviewed business plan, and illustrates how they interlink with the additional funding required to complete the 2014/15 improvement programme.

2.0 THE BUSINESS PLAN FINANCIAL MODEL

- 2.1 The HRA Business Plan financial model covers a 30 year period and illustrates income and expenditure projections over the plan period. As part of the review being completed the plan is being rebased, with 2014/15 as year 1 of the 30 year cash flow model. In addition to this, we have also introduced a revised and updated spreadsheet model from our business planning professional advisors the Chartered Institute of Housing (CIH), which incorporates all current housing finance legislation. The new baseline plan uses information from the provisional outturn figures for the HRA and the Capital programme for 2013/14. Both of these are subject to confirmation by members as part of the outturn approval process over the coming months, and any amendments made as part of this process will require the business plan model to be adjusted accordingly. It also incorporates the revised HRA and Capital Programme budgets approved by Council on 25 March 2014.

- 2.2 Part of the process of reviewing and updating the plan includes the following mandatory updates to reflect current position:

- Updated balances for the Housing Revenue Account (HRA) and Major Repairs Reserve (MRR).
- Revised 'Year 1' income and expenditure to reflect 2014/15 budget.
- Revised housing stock numbers to reflect the number of properties within the rental system available for let following deduction of previous years' right to buy sales and decommissioned sheltered schemes.
- Updated the opening debt to reflect the partial repayment of annuity loans.

- 2.3 In addition, the following revisions have been made to enable more accurate forecasting of future cash flows:

- The number of assumed Right to Buy (RTB) sales in the future has been increased to reflect the more recent trends since the Government increased the discounts available to tenants.
- The vacant property percentage rate used in the model has been increased from 0.75% to 1.09% (£184k) for 2014/15 and 1.8% from 2015/16 (£319k) to reflect current position. This will be kept under review and adjusted back down as vacant property numbers reduce once the improvement programme is completed. The original level of vacant properties is still considered to be the typical level we will experience over the medium to long term. Completing the decent homes improvement programme has resulted in a number of properties remaining empty for longer than normal as a result of the need to coordinate different contractors completing different works in them. This situation has been compounded by an increase in the number of properties coming vacant, which we believe to be only a short term situation.

- The provision for bad debt been has increased from 0.4% to 1% (to £169k). This reflects the increase in bad debt provision approved as part of the 2013/14 budget setting process in preparation for anticipated higher levels of debt following the introduction of Welfare Reform.
- The Rent Convergence date for converging property rents has been amended from 2015/16 National Government Policy target date to 2016/17 which is the date that the majority of properties will meet convergence (although this will require further amendment in the light of the recent Government announcement on future rent policy also referred to in this report).
- Revenue Contribution to Capital Outlay (RCCO) provision has been amended in the model to be input at a pre-determined level for 2014/15 rather than calculated amount.

- 2.4 The rebased 2014/15 model shows a healthy long term future for the Council's landlord activities based on current assumptions and current social rent policy. A previously known projected funding shortfall issue presents itself in year 8 of the plan (2021/22), with a need to source additional resources of £112k. This is because we have to repay two of the maturity loans of £10 million and £3 million fall due for repayment. Options to fund this shortfall will be considered once the final amount is confirmed as part of the ongoing budget setting process, and could include reductions in revenue expenditure, or simply refinancing the loans. The amount required is a significant reduction from the previously forecast sum which was in excess of £1m. The reduction is as a result of the incorporation of projected under spending from the 2013/14 capital programme into the model, and other changes as a result of amendments to the assumptions the model is based on, as detailed in this report.
- 2.5 The baseline 2014/15 model excludes the additional estimated £3.063m required to fund additional non decent properties. Financial modelling of the options available to fund the improvements has been undertaken and is detailed under Section 4.
- 2.6 The revised baseline model future capital funding projections remain based on information derived from our previous housing stock condition information. The new stock condition surveys of all homes, completed over the last three years as part of the decent homes programme are currently being analysed to allow us to revise our future funding projections, and this information will be built into the business planning process for consideration as part of the 2015/16 budget setting process.

3.0 THE BASELINE BUSINESS PLAN FINANCIAL ASSUMPTIONS

- 3.1 As part of the process of reviewing the business plan, there are a number of areas that require updating and revision to reflect the current position. This section of the report explains the proposed areas we will be reviewing.
- 3.2 The general inflation rate contained in the financial model has not been revised and remains at 2.5%, and therefore all classes of income and expenditure increase by this amount (unless singularly varied and referenced below):
- 3.3 Depreciation has been amended in the model to actual 2014/15 figure. In addition the model has been amended so that the value is not increased by the general inflation rate as this represents the advice we have received from Charter Institute of Housing.

- 3.4 The forecast level of Retail Price Index (RPI) which currently drives the annual rent increase also remains at 2.5%, with the formula rent increase percentage remaining at 0.5% to reflect current national rent policy. Details regarding the potential impact of proposed changes to rent policy are detailed in section 3.6 of this report.
- 3.5 Decent Homes Improvement Programme - additional costs have been identified relating to the delivery of the 2014/15 improvement programme, as previously reported, and falling into three categories -
- A. Additional improvement works costs - £1,650,058
 - B. Funding for newly identified non decent homes - £2,444,270
 - C. Funding for non grant eligible non decent homes - £618,895

The funding required to address item A has been identified and approved by Cabinet/Council with consequent amendments being made to the approved budget for 2014/15.

The proposed source of funding for items B and C has also been identified as explained in a separate report on this agenda.

As part of the evaluation of the options to provide this additional funding, an assessment of the impact of additional borrowing on different terms was completed. Following this review, it was decided not to recommend additional borrowing as a source of funding for the additional costs, as the required funding could be obtained from existing sources within the capital programme and HRA balances, thus avoiding any interest charges which would be associated with any loan funding.

- 3.6 Future Government Rent Policy – as part of the introduction of the HRA self financing regime, the Government retained control of national social rent policy. This was to allow control of Housing Benefit expenditure and to seek to retain the alignment between Housing Association and Council rent levels which was being achieved through the rent restructuring process.

In October 2013 the Department for Communities and Local Government (DCLG) consulted all social housing providers on proposed amendments to social housing rent policy. The proposed changes include an amendment to the formula used for increasing rents, replacing the Retail Price Index (RPI) + 0.5% with Consumer Price Index (CPI) + 1%. Over time it is anticipated that this will produce lower rent increases for tenants, however it also reduces the level of income from rents within the business plan. If rental income increases at a slower rate than costs increase, this will create pressures within the business plan, which will need to be managed carefully.

Also included in the proposed changes is the removal of 'rent convergence', a system by which rents that are at a lower level are increased by a further up to £2 per year until they reach what is called limit rent or target rent. The current proposal is that all rents will be increased by the new formula only from their position at April 2015 and there will be no additional increases for those whose rent is not already at the 'limit rent' level.

DCLG announced the outcome of their consultation and confirmed the new Social Rent policy in June 2014.

Initial assessment of the impact of both of these changes has been modelled in a version of the HRA Business Plan 30 year cash flow model. When compared to the current Baseline version of the plan, the resultant loss in income over the 10 year period from 2014/15 to 2023/24 could be up to approximately £15m. Detailed work on the changes and flexibility granted by DCLG and resulting impact to the HRA is currently being undertaken and Members will be advised of any changes to the business plan we consider are necessary during the 2015/16 budget setting process.

- 3.7 Right to Buy - the level of council house sales has increased in recent years as shown in the table below, and it is assumed that the recent announcement that the Government will be appointing “Right to Buy Agents” to promote the scheme nationally will further stimulate interest from tenants in purchasing their homes.

Year	2011/12	2012/13	2013/14
Number of Sales	2	15	36

The increased level of sales has been factored into the revised business plan, and both income (due to reduced rent paid) and expenditure (due to fewer properties to repair and improve) are being adjusted accordingly.

In June 2012 we signed an agreement to retain all of the receipts we received from right to buy sales over and above an agreed level as part of the Governments one for one replacement initiative. Under the present arrangements the income from right to buy sales is split between the Council (25%) and the Government (75%). The new arrangements mean that we can retain all of the surplus receipts above an agreed level, on condition that we add to them from our own resources, and reinvest them in providing additional affordable housing within a given timeframe.

The formula through which we assess whether we have qualified to retain receipts is complex and can only be implemented each quarter after property sale numbers and values are confirmed.

Right to buy sales in Quarter 4 of 2013/14 represented a level where we qualified to retain receipts under the one for one replacement provisions, with £122,178.35 retained. Under the agreement we are required to supplement this to raise the available resources to a total £407,261.17 which is to be spent on providing additional rented homes by 31 August 2017. The funding for this will be incorporated into the 2015/16 capital programme.

There are a number of options available for the Council to fulfil its one for one replacement obligations, these include:

- Partnership working with a Registered Provider (RP) by providing grant funding to develop affordable homes.
- Partnership working with a RP by using them as developing agent.
- The Council directly deliver the replacement affordable home programme.
- Special Purchase Vehicle

- Buy Back (repurchase of former Council properties sold under the Right to Buy).
- Purchasing existing or new properties from developers of private owners.

These options are currently being evaluated and recommendations regarding the proposed approach to delivering the required additional properties will form part of the 2015/16 budget setting process.

- 3.8 Garages and Hard Standings - the Council has 383 garages and 240 sites (hard standings) which are available to let to local residents. The potential annual income from rental charges is £158,968, however only 51% (£80,686) is being achieved due to the location and/or condition of many of the sites and garages.

Following a review of the garages and hard standings it is proposed that a Garages policy be adopted, which is due to be considered by Cabinet in the summer of 2014. This will provide the policy position from which we intend to develop a 10 year garage site improvement programme, and consider some sites for redevelopment where appropriate.

- 3.9 Review of Sheltered Housing Schemes - Cabinet approved the decommissioning of three sheltered housing schemes in September 2011 with two further schemes identified as not having a long term viable future. One scheme has been disposed of on the open market achieving a capital receipt of £325k. The options for the future use of the buildings other buildings is currently being finalised and will be addressed as part of the 2015/16 budget setting process.

- 3.10 Empty Properties - As at 7 April 2014, there were 250 empty properties of which 64 are in the sheltered schemes referred to above. These, and a further 65 properties are 'out of debit' which means they are effectively removed from our stock numbers along with the associated rental income. Decisions to undertake intrusive asbestos surveys and Decent Homes improvements whilst the properties are empty together with the level of empty properties being higher than anticipated has resulted in reduced rental income of £333,811 which equates to 2.04% of the gross rental income for 2013/14, and this has been factored into our revised business plan.

- 3.11 Post 2014/15 improvement programme priorities – as part of the detailed preparations for the 2015/16 budget setting process, the level of funding required to sustain all tenants homes at the decent homes standard after 2014/15 is being re-evaluated. The outcome of this work could revise the level of funding required from 2015/16 onwards from the level currently projected in the business plan, which was based on 2006 stock condition information. The outcomes of this work will also impact upon the level of capital funding available for new initiatives, such as an accelerated improvement programme or new build, and is due to be completed in time to inform the 2015/16 budget setting process.

- 3.12 All of these factors are currently being incorporated into the revised HRA Business Plan, and the revised document will be considered for approval as part of the 2015/16 budget setting process.

4.0 FINANCIAL IMPLICATIONS OF ADDITIONAL COSTS OF THE DECENT HOMES IMPROVEMENT PROGRAMME ON THE HRA BUSINESS PLAN.

4.1 The detailed implications of the medium to long term impact of the proposed approach to funding the additional costs of the 2014/15 decent homes improvement programme have been evaluated. Financial modelling has been undertaken on financing the required funds through the use of HRA reserves and unallocated balances within the capital programme, to fund the estimated additional costs of £3.06m. This approach to securing the required funding is considered to represent better value for money to the Council than borrowing the funds, as interest charges are avoided, and investment income from balances held is currently very low.

4.2 The proposed approach to funding the additional £3.06m required to complete the decent homes programme in 2014/15 is detailed in the separate report to Cabinet and involves the use of the following sources of funding –

- **£613,451** 2014/15 Capital Programme, unallocated contingency.
- **£1,206,359** - Capital Programme, underspend from 2013/14 (subject to confirmation as part of the final accounts process)*.
- **£1,243,355** - HRA Balances, through an additional Revenue Contribution to Capital Outlay ("RCCO") (in addition to the £1,679,058 already included in the approved HRA and Capital Programme budgets for 2014/15).

*In the event that the 2014/15 Decent Homes expenditure is less than projected less will be needed to be taken from HRA balances.

The impact of this funding on the Business Plan will be to increase the size of the projected shortfall in year 8 of the plan (2021/22) from £112k to circa £3.3m.

The principle options to address this funding requirement are -

- Reducing ongoing revenue expenditure to create budget capacity. This option would require revenue savings of £471k per year for 7 years to generate the required £3.3m by 2021/22. Savings would not have to be made equally each year.
- Refinancing the loans rather than repaying them. There is an option to re-borrow the required funds, but this would be subject to future revenue costs for repayment and the interest rate for the loans cannot be projected with absolute accuracy.
- A combination of revenue reductions and refinancing.

Using reserves/balances would utilise existing HRA resources and as a result the Council would not incur any additional interest costs in borrowing additional funds. There would be a reduction in interest income on balances though, although given the low level of interest rates this is not projected to be more than £10k per annum.

The currently approved RCCO budget of £1.679m would increase by £1.243m to £2.922m.

Additionally it is important to note that the impact of changes in Government social rent policy recently announced have not yet been modelled, and we will also be updating our future investment requirements in response to the updated housing stock condition survey analysis currently being completed. Both of these factors will be addressed as part of the process of revising the business for the 2015/16 budget setting process.

5.0 CONCLUSION

- 5.1 This report is designed to advise the Cabinet of a range of issues relating to the HRA Business Plan which are currently being updated. This also reflects the current position following the identification of additional funding requirements to deliver the 2014/15 improvement programme.
- 5.2 The revised HRA Business Plan will be the subject of a report to a future Cabinet meeting as part of the preparations for the 2015/16 budget setting process.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 29 JULY 2014

Title of report	COMMUNITY SAFETY STRATEGY 2014-17
Key Decision	a) Financial No b) Community Yes
Contacts	Councillor Trevor Pendleton 01509 569746 trevor.pendleton@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk Head of Community Services 01530 454832 john.richardson@nwleicestershire.gov.uk
Purpose of report	To ask Cabinet to note the Community Safety Strategy 2014-17. A copy of the strategy can be found at Appendix 1.
Reason for Decision	To comply with the Council's constitution and statutory duty to produce a Community Safety Strategy every three years, refreshed annually.
Council Priorities	Homes and Communities
Implications:	The Strategy will inform the Community Safety Partnership's priorities and work agenda for 2014-17.
Financial/Staff	The Council's Community Safety Team co-ordinates the work of the Safer North West Partnership.
Link to relevant CAT	Supporting North West Leicestershire Families CAT
Risk Management	Risk assessments will be completed as appropriate
Equalities Impact Assessment	An Equality Impact Assessment will be undertaken, any issues identified will be included in the partnership's action plan
Human Rights	None discernible
Transformational Government	Not applicable
Comments of Head of Paid Service	Report is satisfactory

Comments of Section 151 Officer	Report is satisfactory
Comments of Monitoring Officer	Report is satisfactory
Consultees	<ul style="list-style-type: none"> - The Safer North West Partnership - Strategic Assessment, of which public consultation informs part of this document
Background papers	<ul style="list-style-type: none"> - The PCC Police and Crime Plan (2013 refresh) http://www.leics.pcc.police.uk/Planning-and-Money/Police-and-Crime-Plan/Police-and-Crime-Plan.aspx NWL Community Safety Strategic Assessment (published February 2014) http://www.lsr-online.org/reports - Crime and Disorder Act 1998 http://www.legislation.gov.uk/ukpga/1998/37/contents - Police Reform Act 2002 http://www.legislation.gov.uk/ukpga/2002/30/contents - Police and Justice Act 2006 http://www.legislation.gov.uk/ukpga/2006/48/contents -Anti-social Behaviour, Crime and Policing Act 2014 http://www.legislation.gov.uk/ukpga/2014/12/contents/enacted
Recommendations	CABINET ARE REQUESTED TO NOTE THE NORTH WEST LEICESTERSHIRE COMMUNITY SAFETY STRATEGY 2014-17

1.0 INTRODUCTION

- 1.1 The 1998 Crime and Disorder Act required Community Safety Partnerships (formerly called Crime and Disorder Reduction Partnerships) to be established and placed an obligation on local authorities and police to work together to implement a strategy to tackle crime and disorder in their area. Since this time further legislation has expanded the remit of partnerships and made more organisations, such as clinical commissioning groups, also accountable for community safety. Over the past decade Community Safety Partnerships have encouraged a more joined up way of working which has contributed to a sustained fall in crime.
- 1.2 Every three years each Community Safety Partnership is required by law to produce a strategy, informed by strategic assessment, which outlines the activities it plans to undertake. The strategy identifies priorities and trends for the partnership to focus on and provides a framework for delivery. The strategy is refreshed annually to respond to emerging threats and to ensure that the priorities are still relevant.

- 1.3 The Safer North West Partnership (SNWP) brings together a number of agencies with a shared commitment to reducing crime and disorder in the District. The Partnership is made up of a number of organisations including;
- North West Leicestershire District Council
 - Leicestershire County Council
 - Leicestershire Police
 - Leicestershire Fire & Rescue Service
 - National Probation Service (from May 2014)
 - Community Rehabilitation Company (details should be known by autumn 2014 following a commissioning process as part of transforming rehabilitation)
 - West Leicestershire Clinical Commissioning Group
- 1.4 The statutory agencies in the Partnership work closely with other agencies and individuals such as social housing providers, youth offending service, drug & alcohol service providers, youth groups, the Police and Crime Commissioner for Leicestershire and voluntary organisations amongst others. The Partnership aims to bring together people and organisations that are committed to having an impact on crime and disorder and who wish to support our local communities. The Partnership not only focuses on crime and disorder but strives to improve the general well being of all members of the community. By working together we can ensure that agencies are not working in isolation and that resources are targeted effectively where they are needed.
- 1.5 The Partnership will receive funding this year from Leicestershire's Police and Crime Commissioner (£25,100) and Leicestershire County Council (£11,250 for domestic abuse outreach) to carry out specific community safety work. This is in addition to NWLDC's revenue budget allocation to community safety.
- 1.6 The NWLDC Community Safety Team co-ordinates the work of The Safer North West Partnership and comprises;
- Community Safety Team Leader: Sarah Favell
Anti-Social Behaviour Co-ordinator: Dave Burge
Community Safety Officer: Gillian Haluch (part time)
- Externally funded positions;
Nighttime Economy Officer: Catherine Ridgeway (post shared with Charnwood)
Supporting Futures Project Officer: Rory Perera

2.0 BACKGROUND

- 2.1 In the past year, crime in North West Leicestershire has reduced by 7% and anti-social behaviour is down 4%. This means that crime across the District has now fallen year on year for seven years and anti-social behaviour has fallen consistently for the past four years. It is particularly encouraging that serious acquisitive crime has gone down 19%.
- 2.2 During the past two years there have been many changes which have impacted upon community safety, not least the introduction of Leicestershire's Police and Crime Commissioner (PCC), Sir Clive Loader. As a result, the way community safety partnerships are funded has changed dramatically which has reduced the funding available to the Safer North West Partnership and influenced the 2014-17 Strategy.

- 2.3 The funding allocated to the Safer North West Partnership from the PCC must be spent on pre-agreed projects and initiatives which support the priorities contained within the PCC's Police and Crime Plan. Funding will also be received from LCC this year for domestic abuse outreach work.

3.0 EVIDENCE EVALUATED FOR 2014-17 STRATEGY

- 3.1 In order to compile the 2014-17 Strategy, information was considered from The Partnership Strategic Assessment for North West Leicestershire which looks at levels of crime, views from the community on issues that matter to them, highlights any changes since the last assessment and helps identify current and possible future crime, disorder and substance misuse trends.
- 3.2 Consideration was given to the most recent police crime figures in the District and a workshop was held with partner agencies to decide the priorities and strategic direction of the Partnership for 2014/15 and beyond.
- 3.3 Consideration was also given to the priorities of the Police and Crime Commissioner, Leicestershire County Council and North West Leicestershire District Council.

4.0 THE PRIORITIES

- 4.1 For 2014-17, the Safer North West Partnership will work to three main priorities which are;

Priority 1: **Tackle Violent Crime and Abuse**

Priority 2: **Tackle Acquisitive Crime**

Priority 3: **Respond Effectively to Anti-social Behaviour**

- 4.2 Under each priority, the strategy outlines a number of ways in which the partnership will work to achieve these;

Tackle Violent Crime and Abuse

- Encourage reporting of domestic abuse and offer appropriate support
- Address violent crime linked to the night time economy, particularly that which is alcohol related
- Support work at reducing sexual exploitation
- Support early intervention work

Tackle Acquisitive Crime

- Respond to acquisitive crime hotspots and trends
- Carry out proactive enforcement work
- Support early intervention work

Respond Effectively to Anti-social Behaviour

- Provide early intervention by engaging with young people at risk of committing ASB and diverting them into positive activities

- Support the most vulnerable ASB complainants where risk factors may increase the likelihood of victimisation
- Ensure that planned reform to ASB legislation is successfully implemented

5.0 DELIVERING THE STRATEGY

- 5.1 The Community Safety Strategy is supported by an outcome focussed action plan which will be actively monitored by the SNWP. The action plan is divided into three sections to reflect each of the Partnership priorities. The Plan contains headline actions which are broken down into tasks or milestones to be achieved each quarter. Status reports and updates will inform the Partnership of progress against the action plan at the bi-monthly partnership meetings.
- 5.2 The delivery framework for the strategy is included and outlines local operational forums as well as county wide strategic groups which support local delivery.

6.0 FUTURE STRATEGY REFRESH

- 6.1 The Community Safety Strategy for 2014-17 will be refreshed early in 2015 using information from the Strategic assessment, community consultation and crime figures. This Strategy will support the priorities contained within the PCC's Police and Crime Plan.

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Safer North West
Partnership

North West Leicestershire Community Safety Strategy 2014 - 2017

“Working together to make North West Leicestershire a safer place for residents, communities, businesses and visitors”

Foreword



As chairman of the Safer North West Partnership I am pleased to introduce the Community Safety Strategy for 2014-17. Over the past three years the Partnership has achieved some real successes. Relationships between partners new and old have gone from strength to strength and this has enabled us to work effectively together to drive down crime and disorder in North West Leicestershire.

Over the past three years we have seen reductions in both crime and anti-social behaviour in the District, continuing a six year downward trend. Recorded crime locally has reduced by 7% in the past year and anti-social behaviour has decreased by 4% (Partnership Strategic Assessment, October 2012-September 2013). It is particularly encouraging that serious acquisitive crime, which includes robbery and domestic burglary, has gone down by 19%. However, we acknowledge that despite our successes there is still more work that can be done to ensure that our residents feel safe in their communities and do not become victims of crime.

I am sure that the next three years will bring challenges, not least financial ones; however as a strong and well established Partnership I believe we will be able to overcome them. We will work closely with the communities we serve to improve public access to our work and increase confidence in our ability to tackle crime and disorder within North West Leicestershire.

I am confident that by working together and building on our success we can make an even greater contribution to improving the quality of life for those that live in, work in and visit North West Leicestershire.

Councillor Trevor Pendleton

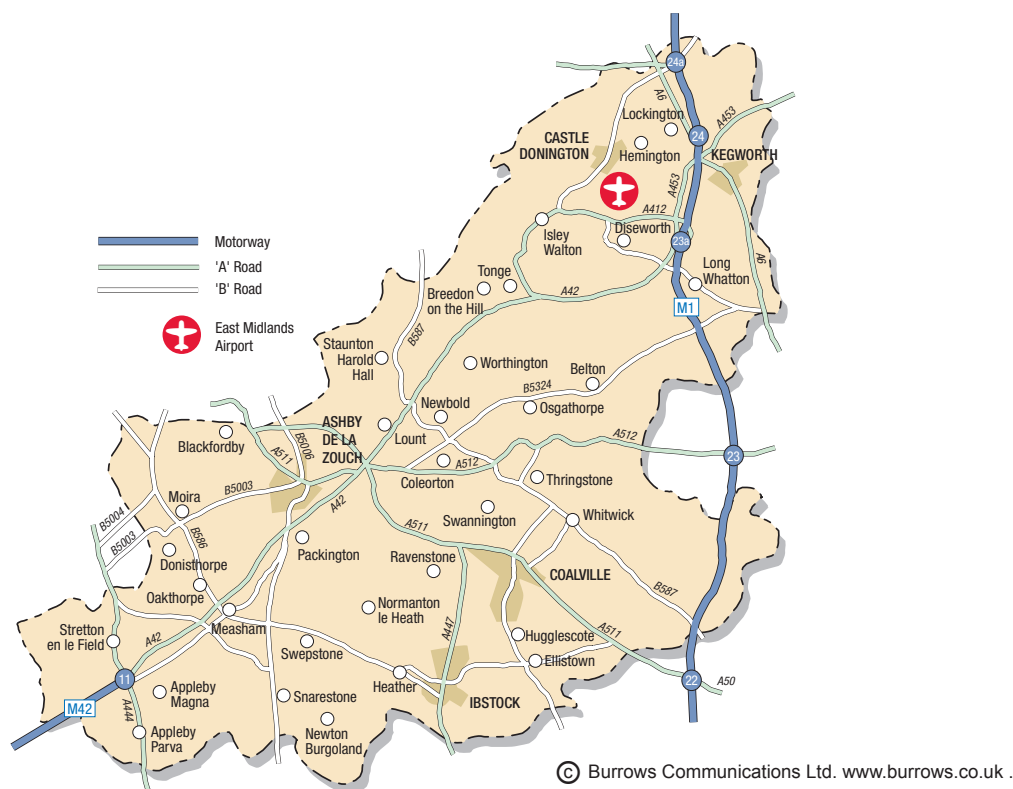
**Portfolio Holder for Regeneration and Planning,
North West Leicestershire District Council
Chair of the Safer North West Partnership**

Contents

1. Introduction and background
2. Our Priorities for 2014-17
 - Tackle Violent Crime and Abuse
 - Tackle Acquisitive Crime
 - Respond Effectively to Anti-social Behaviour
3. Delivering the Strategy
4. Equality and Diversity
5. Glossary
6. Useful Contacts

1. Introduction and Background

North West Leicestershire is located in the heart of the Midlands and has a number of unique characteristics which bring their own community safety considerations. The district is home to East Midlands Airport and Donington Park race circuit in the north and is part of the National Forest. There are also stretches of the M1 motorway and other major commuter routes passing through the District.



Community Safety is a broad term used to describe the protection of our communities from the threat of criminal or anti-social behaviour. The Safer North West Partnership works to identify where crime and disorder has or may occur and puts measures in place to try to address it. This takes place against a backdrop of educating our communities on the effects of anti-social behaviour. The Partnership understands that the consequences of becoming a victim of crime or anti-social behaviour can be far-reaching and have a devastating impact. As a result, strong links have developed with support services and enforcement agencies to ensure that appropriate and timely referrals are made for both victims and perpetrators.

Since their introduction in 1998, community safety partnerships have encouraged a more joined up way of working which has contributed to a sustained fall in crime. The 1998 Crime and Disorder Act required Crime and Disorder Reduction Partnerships (since renamed Community Safety Partnerships) be set up and placed an obligation on local authorities and police to work together to implement a strategy to tackle crime and disorder in their area. Since this time further legislation has expanded the remit of the partnership and made more organisations, such as clinical commissioning groups, also accountable for community safety.

Section 17 of the Crime and Disorder Act 1998, (amended by the Police and Justice Act 2006) requires responsible authorities to consider crime and disorder and the misuse of drugs, alcohol and other substances in the exercise of all their duties, activities and decisions. This means that in all strategies and service delivery by statutory agencies, including District Councils, County Councils and the Police, there is a need to consider the likely impact on crime and disorder throughout their work.

Since they were elected in November 2012, Police and Crime Commissioners (PCC) have also played an important role in community safety. The Safer North West Partnership has worked hard over the past 18 months to build a good relationship with Leicestershire's PCC, Sir Clive Loader, and his office.

Every three years each community safety partnership is required by law to produce a strategy, informed by strategic assessment and consultation, which outlines the activities it plans to undertake. The strategy identifies priorities and trends for the partnership to focus on and provides a framework for delivery. The strategy is refreshed annually to respond to emerging threats and to ensure the priorities are still relevant.

The Safer North West Partnership brings together a number of agencies with a shared commitment to reducing crime and disorder in the district. The Partnership is made up of a number of organisations including;

- North West Leicestershire District Council
- Leicestershire County Council
- Leicestershire Police
- Leicestershire Fire and Rescue Service
- Leicestershire Fire Authority
- National Probation Service (from spring 2014)
- Community Rehabilitation Company (details should be known by autumn 2014 following a competitive commissioning process)
- West Leicestershire Clinical Commissioning Group

The statutory agencies on the Partnership work closely with other organisations such as social housing providers, youth offending service, drug & alcohol support services, local business, youth groups and voluntary agencies amongst others. The Safer North West Partnership aims to bring together people and organisations that are committed to having an impact on crime and disorder in our local communities. By working together we can ensure that agencies are not working in isolation and that resources are targeted effectively where they are needed.

Our vision for the Safer North West Partnership is to protect North West Leicestershire's residents, communities, businesses and visitors from crime and disorder which may cause them harm.

2. Our Priorities

The priorities within this plan were identified using the annual Safer North West Partnership Strategic Assessment which brings together analysis from a number of agencies including the police, fire and rescue service, probation, youth offending and substance misuse agencies. The assessment includes information on levels of crime, views from the community, highlights any changes since the last assessment and helps identify current and possible future crime, disorder and substance misuse trends.

After analysis of the Partnership Strategic Assessment, consideration was given to the most recent crime figures in the district, the Police and Crime Commissioner's priorities and emerging local issues. Partner agencies then met to decide the strategic direction of the Partnership for 2014 and beyond.

The Partnership has decided that it will focus on three key priorities for 2014-17. For each priority we have identified the ways we will work to achieve them.

- **Priority one: Tackle Violent Crime and Abuse**
- **Priority two: Tackle Acquisitive Crime**
- **Priority three: Respond Effectively to Anti-Social Behaviour**

Priority One - Tackle Violent Crime and Abuse

The most recent Partnership Strategic Assessment shows that there are several areas within North West Leicestershire which have significantly higher levels of violent crime compared to the county average. There has been a 17% increase in police reported domestic abuse incidents and local support services are coming under increasing pressure. Alcohol related crime is also a concern with 31% of all violent offences in North West Leicestershire being classified by the police as alcohol related.

To tackle violent crime and abuse the Safer North West Partnership will;

- **Encourage reporting of domestic abuse and offer appropriate support**
- **Address violent crime linked to the nighttime economy, particularly that which is alcohol related**
- **Support work aimed at reducing sexual exploitation**
- **Support early intervention work**

Groups which will support delivery;

NWL Domestic Abuse Forum
Domestic Abuse Delivery Group (countywide)
Ashby and Coalville Pubwatch Groups

How will we measure success?

- Overall violent crime in the District is reduced
- There is an increase in positive outcomes for those who have experienced or witnessed abuse
- There is not a rise in violent crime linked to the nighttime economy during the summer, particularly around the time of the Football World Cup
- Early intervention work takes place to prevent offences occurring.

Priority Two - Tackle Acquisitive Crime

Serious acquisitive crime has shown a decrease over the past year however the partnership recognises that such offences, particularly domestic burglary, can have a devastating impact on communities and should remain a focus. Other acquisitive crime is of growing concern with shoplifting offences more than doubling over the past year. Theft from the person offences have also increased, particularly at the Download Festival in June.

To tackle acquisitive crime the Safer North West Partnership will;

- **Respond to acquisitive crime hotspots and trends**
- **Carry out proactive enforcement work**
- **Support early intervention work**

Groups which will support delivery;

NWL Joint Action Group (JAG)

Specific Sub-groups (such as Download planning meetings and ad hoc groups set up to respond to specific crime types or trends)

How will we measure success?

- Overall acquisitive crime in the District is reduced
- A reduction in acquisitive offences at Download
- An increase in positive outcomes for victims of serious acquisitive crime

Priority Three - Respond Effectively to Anti-Social Behaviour (ASB)

Anti-social behaviour has decreased slightly over the past year; however the partnership acknowledges that such behaviour can have a huge impact on the quality of life for residents in our communities. Criminal damage, an offence which has strong links to ASB, has increased and currently makes up 16% of all recorded crime in the District.

To respond effectively to ASB the Safer North West Partnership will;

- **Provide early intervention by engaging with young people at risk of committing ASB and diverting them into positive activities**
- **Support the most vulnerable ASB complainants where risk factors may increase the likelihood of victimisation**
- **Ensure that planned reform to ASB legislation is successfully implemented**

Groups which will support delivery;

NWL Joint Action Group (JAG)

ASB Delivery Group (County)

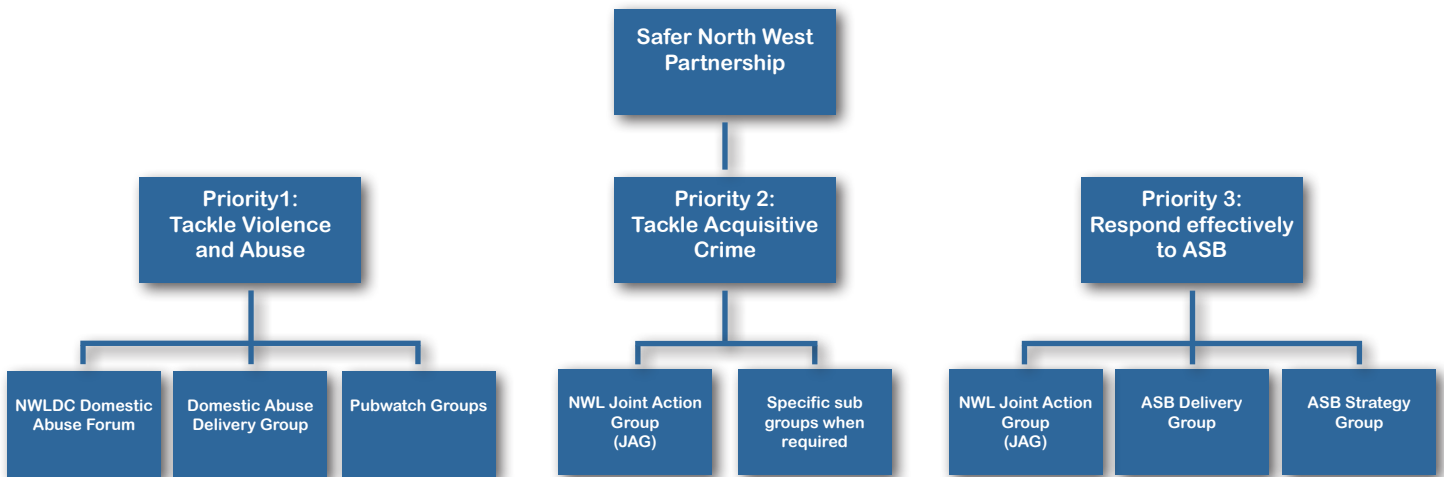
ASB Strategy Group (County)

How will we measure success?

- An increase in the numbers attending diversionary activities arranged by partnership agencies.
- Public confidence that effective action is being taken against ASB increases
- Vulnerable complainants of ASB are effectively supported
- A reduction in repeat occurrences of ASB

3. Delivering the Strategy

The diagram below illustrates how the three priorities within this community safety strategy will be delivered by the Safer North West Partnership.



The Partnership has access to a variety of funding streams and resources will be allocated against the priorities within the strategy. Projects will be evaluated to demonstrate effectiveness and value for money.

This strategy is supported by an action plan which sets out how partners intend to deliver against the priorities within this document. The action plan will be monitored and reviewed throughout each year of the strategy.

4. Equality and Diversity

Equality and Diversity has been considered throughout formulation of this three year plan. The Safer North West Partnership is committed to serving all members of its communities effectively and an equality impact assessment has been conducted for this strategy. The Partnership aims to ensure fair and equal access to services and support irrespective of race, religion, sex, age, sexual orientation, disability, gender reassignment, marriage and civil partnership or pregnancy/maternity.

5. Glossary

ASB: Anti-Social Behaviour

CDRP: Crime and Disorder Reduction Partnership

CSP: Community Safety Partnership

JAG: Joint Action Group

NWL: North West Leicestershire

NWLDC: North West Leicestershire District Council

SNWP: Safer North West Partnership.

6. Useful Contacts

Police (emergency)	999	www.leics.police.uk
Police (non-emergency)	101	
North West Leicestershire District Council	01530 454545	www.nwleics.gov.uk
Swanswell (substance misuse support)	01530 275970	www.swanswell.org
Leicestershire Fire and Rescue Service	0116 2872241	www.leicestershire-fire.gov.uk
Leicestershire Domestic Abuse Helpline	0300 303 1844	

For more information on this strategy, please contact NWLDC's Community Safety Team Leader at community.safety@nwleicestershire.gov.uk or call 01530 454719.



NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 29 JULY 2014

Title of report	PROVISIONAL FINANCIAL OUTTURN 2013/14
Key Decision	a) Financial Yes b) Community Yes
Contacts	Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Chief Executive 01530 454500 christine.fisher@nwleicestershire.gov.uk Head of Finance 01530 454520 ray.bowmer@nwleicestershire.gov.uk
Purpose of report	To present the Provisional Financial Outturn for 2013/14 and make recommendations for allocations from the year's overall budget underspending and further allocations from the Value for Money Fund.
Reason for Decision	Requirement of Financial Procedure Rules
Council Priorities	Value for Money
Implications:	
Financial/Staff	Financial issues are contained within the report.
Link to relevant CAT	None.
Risk Management	There are significant financial risks to manage which were fully considered during the budget process.
Equalities Impact Assessment	Not required.
Human Rights	No implications.
Transformational Government	No implications.
Comments of Deputy Chief Executive	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory

Comments of Deputy Monitoring Officer	The report is satisfactory
Consultees	Corporate Leadership Team
Background papers	None
Recommendations	<p>THAT CABINET</p> <p>NOTES THE PROVISIONAL FINANCIAL OUTTURN POSITION FOR 2013/14</p> <p>APPROVES THE ALLOCATIONS OF ONE-OFF FUNDING DETAILED IN PARAGRAPH 2 TO BE FUNDED FROM THE 2013-14 GENERAL FUND REVENUE BUDGET UNDERSPENDING</p> <p>APPROVES THE ADDITIONAL ALLOCATIONS FROM THE VALUE FOR MONEY FUND DETAILED IN PARAGRAPH 3.</p>

1.0 INTRODUCTION

- 1.1 The Council is required to produce Financial Statements each year which “give a true and fair view” of the financial position and transactions of the Council. These have been prepared under International Financial Reporting Standards since 2010/11. The 2013/14 accounts will be considered and approved by the Audit and Governance Committee on 24 September 2014 after they have been audited. The format of the accounts is in a prescribed form, which is different to that of the monitoring statements and this report sets out the provisional outturn for the year in the more usual format so that they can be compared with the original budgets.
- 1.2 This report summarises the main elements of our financial performance in 2013/14 and the results are referred to as ‘provisional’ as they are still subject to external audit and may change.
- 1.3 Members will note that the financial tables are in more summarised form than those reported during the financial year and reflect various technical changes, although none of these adjustments affect the “bottom line” and consequently were not included in the original approved budget. The comparison between the approved budget and the expected actual expenditure is shown as a variance in each comparative table below.

2.0 GENERAL FUND

- 2.1 The expected final position on the General Fund is set out in Table 1.
- 2.2 The overall underspending for the year was £2.05m and this has been transferred to the General Fund Reserve, increasing it to £3.1m. As there is an excess over and above the Council’s minimum £1m reserve requirement there are additional resources available for one-off investment. The projected overall underspending on the General Fund is mainly as a result of increased income generated locally and increased efficiency across the directorates. This has been reported throughout the financial year and plans to spend the additional resource were summarised in the budget reports to Cabinet and Council in February this year.

Table 1		2013/14	2013/14
LINE NO.	GENERAL FUND	ORIGINAL ESTIMATE	ACTUAL
	TOTAL DISTRICT EXPENSES	£	£
1	CHIEF EXECUTIVE'S UNIT	4,610,610	4,266,515.58
2	DIRECTOR OF SERVICES	5,385,310	4,321,584.15
3	CORPORATE AND DEMOCRATIC CORE	52,630	47,429.59
4	NON-DISTRIBUTED COSTS	116,400	105,745.68
5	NET FINANCING COSTS	1,175,510	1,143,253.33
6	INVESTMENT INCOME	-43,000	-75,663
7	CORPORATE CONTINGENCY	360,000	0
8	LOCALISATION OF COUNCIL TAX GRANT – PARISH	118,191	118,191.00
9	REVENUE CONTRIBUTION TO CAPITAL	0	66,150.69
10	NET RECHARGES FROM GENERAL FUND	-1,343,080	-1,354,343.00
11	DEBT RESTRUCTURING PREMIUM	0	22,805.73
12	TRANSFER TO VFM BALANCE	91,896	91,896.00
13	TRANSFER TO GENERAL RESERVE	0	2,051,016.25
14	NET COST OF SERVICE AFTER RECHARGES	10,524,467	10,804,582.00
15	REVENUE SUPPORT GRANT	3,056,273	3,056,273.00
16	COUNCIL TAX TRANSITIONAL GRANT	20,428	20,428.00
19	COUNCIL TAX FREEZE GRANT 13/14	56,570	56,570.00
20	NEW HOMES BONUS	923,055	940,853.00
21	TRANSFER FROM COLLECTION FUND	16,679	16,679.00
22	OTHER GRANTS	0	18,319.00
23	COUNCIL TAX	4,509,000	4,508,588.00
24	NATIONAL NON DOMESTIC RATES BASELINE	1,942,462	2,186,872.00
		10,524,467	10,804,582.00

2.3 The overall underspending of £2.05m represents 5.1% of the Gross Revenue Budget for the year. This was achieved through the Council's strategic approach over the past years with regard to balancing the Council's finances. This approach has included a range of the following :

- Managing allocated budgets effectively through clear Officer accountability and regular management information.
- Taking any opportunities to capture in year savings and also to contribute to future saving targets
- Ensuring , through procurement challenges, that the best price is achieved

- Outcomes from service improvement programmes over the past eight years such as Invest to Save, Planning for the Future and Improving Customer Experience
 - A determined policy to reduce costs through the implementation of efficiencies
 - Significant increases in service income through increasing the customer base, better prices for recyclable material, and increasing fees and charges.
 - Opportunities to share delivery of services with other authorities.
- 2.4 The most significant variances for 2013/14 are explained below and summarised in Table 2.
- 2.5 The efficiencies made include significant savings on employee costs (£415k), in addition the 1% Pay Award was met from existing employee budgets rather than using a contingency of £100k. On-going prudent vacancy management within all teams coupled with service reviews led to an underspend in salary budgets, this was added to through reductions in agency spending and operational efficiencies leading to reduced overtime in the Waste and Leisure Services teams. In the 2014/15 budget the employee budgets were reduced to reflect a more realistic level of employee turnover and appropriate adjustments made to reflect savings from service reviews.
- 2.6 The Revenue Budget Contingency was not utilised, saving £250k. Managers have contained all their costs within their budgets without recourse to requests for supplementary estimates. The Contingency has not been called upon for a number of years and in light of this was reduced from £250k to £100k in the 2014/15 budget.
- 2.7 The additional £450k Planning income represents an increase of 84% on the original budget. Although there were slightly fewer applications during the year there was an increase in major applications received from 53 in 2012-3 to 73 in 2013-14. Many of the major applications dealt with were large housing schemes and the increase in major and complex applications that has contributed to the significant increase in fee income. There are a number of potential explanations for this, the most relevant however is that changes to the planning system nationally has meant that housing applications are actively encouraged and where local planning authorities are unable to demonstrate an adequate supply of housing, they are often placed in a position of having to approve schemes that they might otherwise object to. This has been the situation in North West Leicestershire for the last 12 months. Additionally North West Leicestershire is considered to be an attractive location and the home to a number of house builders all of whom wish to have an active presence in the district. Therefore whilst the housing supply factor may lead to a reduction in the number of applications going forward, the market factors influencing the number of applications is not likely to change significantly in the short term and it is anticipated that the level of major applications will remain high at least for another year.
- 2.8 Waste Services met the target of 48% of household waste being recycled which resulted in income from the sale of recyclable materials exceeding its budget. Risks from reduced paper quantities, thinner consumer product packaging and lower prices from contracts being re-procured did not fully materialise but remain on-going risks, as such income budget projections remain prudent

2.9 Prior to 1 April 2013 local authorities' Government Grant funding was announced before the start of each financial year and did not change. The introduction of a system of locally retained business rates from 2013/14 has made this source of income far more volatile and introduced significant new risks, and opportunities, for the Council. As well as an ever-changing business rates base, the Council also shares the costs of appeals, debt write-offs etc. The picture was complicated further by the Council's participation in a County Pool during 2013/14. In February all of the participants in the Pool agreed to its temporary dissolution in 2014/15 in light of this volatility and the difficulties it caused in assessing whether or not having a Pool was beneficial to its participant councils. A year on from the introduction of the new regime, councils are continuing to develop their systems for projecting and monitoring this major income stream. In common with the rest of the information presented in this report the outturn figures for business rate income are provisional and subject to external audit.

Table 2	
	£000
Efficiencies:	
Salary Savings	415
Unspent Revenue Budget Contingency	250
Costs of Pay Award Absorbed by Services	100
Reduced ICT Contract Costs	36
Additional Income:	
Planning Fees	450
Government Grant/Business Rates	281
Court Fees etc	150
Recycling Income	125
Recovered Council Tax Benefit Overpayments	52
Investment Income	32
Legal Services – increased external business/income	15

2.10 An improving General Fund Revenue Budget performance has been reported throughout the financial year and the Cabinet has already explained its intention to allocate significant levels of resource to one-off projects as part of the year end reporting process. These were outlined as part of the 2014/15 Budget Report in February and covered the four themes of supporting housing associations, encourage and support businesses, sprucing up Coalville and other shopping centres and also empowering community groups.

2.11 The Cabinet is therefore recommended to approve the following one-off expenditure items to be funded from the year end underspending:

Supporting Affordable Housing (£1m)

1. Contributions to three Housing Associations to improve the viability of schemes and allow them to qualify for funding (£500k).
2. Other Affordable Housing Schemes (up to £500k).

Local Business Fund - £500k (£250k from Whitwick Business Reserve surplus)

Creating a reserve to support the delivery of the Growth Plan for North West Leicestershire which will be considered by Cabinet in September.

Improving the Environment in Coalville and around the District (£360k)

Match funding for National Heritage Lottery Fund bids in Coalville Conservation Area - £35k

Designating Coalville Conservation Area gives to Council access to the Townscape Heritage Scheme and potentially between £1m and £2m funding. The National Heritage has advised the Council to bid for £700,000 in the first round which will require a 5% contribution from the Council. Further match funding may be required for future bids. Details were provided in a report to Cabinet on 24 June 2014.

Improvements to Shop fronts (£225k)

The Shop front Improvement Scheme aims to enhance shop fronts in selected areas as a means of supporting the growth of local businesses, improving the local environment and improving the image of the town centre for local residents, shoppers and visitors. It will be launched in August 2014. Applicants must be local, independent business owners.

Indoor Market Improvements – Phase 2 (£100k)

The Council investment to date has focussed on exterior improvements to the Market Hall (roof repairs, new public space creation and demolition/relocation of public toilets). Phase 2 will now focus on interior improvements in consultation and design with the market traders. It is anticipated (subject to cost) to include improved flooring, internal decoration, energy efficient lighting with improved lux levels, new more flexible stalls, internal and external signage.

Investing in Our Communities (£350k)

District Wide Programme (£210k) – Please see further report on this agenda
Supporting Cycling in Ashby (£40k) – Please see further report on this agenda

Urban Planting (£20k)

The District Council is committed to working with and encouraging local community groups and Parish Councils to create sustainable urban planting schemes as one small part of our contribution to being in the National Forest. The annual District Council Free Tree scheme is extremely popular and last year's offer which included a range of fruit trees was very quickly oversubscribed. This resource is requested to complement the Free Tree scheme and focus on the development of more Community Orchards and Community vegetable gardens.

Other Highly Commended Schemes (£30k)

Investing in our Communities is an innovative Grant scheme to support Parish Councils and Community Groups to access medium sized grants to help facilitate key community projects. Funding has separately been requested to fund seven locality

projects of £20,000 and seven district wide projects of £10,000. Access to this funding will be through a public on-line voting system. However, it is recognised that some schemes may be very worthy but may not secure enough votes to win a grant award. Therefore, this resource is requested for three further grants of £10,000 which will be awarded by the Council to schemes considered as Highly Commended by a multi-agency panel.

Area Based Support £50,000

This proposal is to increase capacity within the Community Focus team to enable area based support, communication and reporting. It is proposed to fund officer support until March 2016 in order to capacity build with key community groups, support Investing in our Communities projects, improve advice and guidance to Parish Councils and support in developing community plans. This additional resource will expand the capacity of Community Focus to allow a dedicated officer support for each of Coalville, Ashby and Northern Parish areas whilst linking to internal service area focussed officers enabling a clearer point of contact with the Council with regard to resolving local community issues.

- 2.12 Following the allocation of these funds the General Fund balance will be £1.1m. This a little above the minimum balance of £1m which the Council maintains in line with good practice and on the advice of the Council's Section 151 officer, the Head of Finance.

3.0 VALUE FOR MONEY FUND

- 3.1 The current position of the Value for Money Fund can be summarised as follows:

	£000	£000
Balance c/f 1 April 2013		2517
Budgeted Contribution 2013/14		<u>92</u>
		2609
Expenditure 2013/14		<u>195</u>
		2414
Commitments:		
Planning for the Future Reserve	250	
Linden Way Depot	190	
Improving the Customer Experience (Phase 1)	144	
Miscellaneous Invest to Save Projects	93	
Rural Broadband Phase 1	54	
Stenson House	20	<u>751</u>
		1663

- 3.2 The Cabinet is recommended to allocate further funds as follows for projects which cannot be funded from existing budgets:

	£000
Improving the Customer Experience (Phase 2)	300

Further Invest to Save Projects as well as ongoing customer improvements.

Rural Broadband (Phase 2) 216

The County Council has approached this Council to consider allocating a further £216k in supporting the availability of broadband in the District including improving the broadband speed.

Commissioning of Commercial Projects 50

The Council has a number of key frontline services which are trading against a commercial market on a daily basis. In order for the Council to consider if further investment and expansion of these services will generate increased financial returns a series of service specific Business Development reports are recommended to be commissioned. The initial tranche of reports to be commissioned will include Trade Waste, Grounds Maintenance and Off Street Enforcement, it is also proposed that an officer resource is seconded initially on a part time basis to lead this work and develop a Corporate Commercial approach to Business Development reporting direct to the Head of Community Services.

Spin Studio Project 30

The Council's Leisure Centre memberships are at an all time high with over 2,800 members paying £70,000 per month through Direct Debit payments. The main reason for taking out a membership is to access Health & Fitness facilities which include our gyms and fitness classes. Our most popular fitness class is Spinning but this is currently limited only to Hood Park Leisure Centre with approximately 10 classes a week. Customers are consistently requesting Spinning be brought to Hermitage and this proposal is to develop the former creche into a fitness studio to accommodate Spinning and other classes. The resource will cover new flooring, air conditioning, storage area improvements and up to 15 Spin bikes.

Urban Area Highway Verge Improvements 15

The County Council is currently liaising with the District and Parish Councils regarding grass verge cutting and highway grounds maintenance programmes. The District Council will be considering this matter later in the financial year but it is clear that following resident surveys these areas were considered low priority for the County Council's resources. In order to support our key towns and village centres to maintain their urban area highway planting schemes to an attractive standard it is proposed that this resource is made available to match fund any contribution made by a Parish/Town Council (including Coalville Special Expenses) up to a maximum of £5,000. Proposed schemes will be assessed and costed by the Council's Grounds Maintenance team and if required undertaken by them.

Staff Performance Programme 100

As part of the successful best Employee experience programme it is intended to develop a programme of development opportunities which will be available to all staff. This development programme will focus on how the Council's staff perform and deliver their services by supporting their personal levels of confidence and creativity.

Projected Balance 31 March 2015 952

3.3 Members could allocate the remaining balances to further projects now or allocate all or part of it through the 2015/16 budget process and/ the Medium Term Financial Strategy (MTFS) which will be presented to Cabinet for approval in September.

4.0 HOUSING REVENUE ACCOUNT (HRA)

4.1 The financial performance of the HRA is summarised in Table 3. The expected final position is a surplus of £1.509m, being £35,000 higher than the budget. The surplus on the account has been added to the HRA balance which stood at £5.268m at 31 March 2014.

Table 3	2013/14		
	Original Approved Budget	Provisional Outturn	Provisional Variance
	£'000	£'000	£'000
HOUSING REVENUE ACCOUNT			
Repairs and Maintenance	4,849	4,749	(100)
Supervision and Management	2,345	2,085	(260)
Provision for Doubtful Debts	97	224	127
Capital Financing (Depreciation, Impairment & Debt Management)	4,259	4,237	(22)
Total Expenditure	11,550	11,295	(255)
Less Rental Income & Service Charges	(16,483)	(16,165)	318
Net Cost of Service	(4,933)	(4,870)	63
Capital Financing (Principal & Interest)	3,432	3,401	(31)
Investment Income	(25)	(36)	(11)
Premature Loan Redemption Premiums	19	19	0
Net transfer from reserves	0	(23)	(23)
Contingency	33	0	(33)
NET (SURPLUS) / DEFICIT	(1,474)	(1,509)	(35)

4.2 The major variations are shown below:

- Reduced rent/service charge income of £318k due to increased void levels (213k) and fewer rentable properties than budgeted due to extra Right to Buy sales (104k) compared to budget assumptions. There is also a small reduction in service charges for the same reason.
- Increased Provision for Bad Debts - £127k

Offset by:

- Underspend of £60k on Council Tax on void properties.
- General savings on Supervision & Management costs - 200k
- Reduced Repairs costs - £100k
- Reduction in net financing costs - £42k

5.0 SPECIAL EXPENSES

5.1 The expected final position on Special Expenses is an underspending of £39,000. Table 4 below gives further details

Table 4 Special Expenses	Original Budget £'000	Provisional Outturn £'000	Provisional Variance £'000
Special Expenses	756	726	-30
Net Financing costs	-81	-107	-26
Contribution to Earmarked Reserves	0	17	17
Expenditure Requirement	675	636	-39
Precept	575	575	0
Localisation of Council Tax Support Grant	100	100	0
Transfer to Reserves	0	-39	-39

5.2 The opening Special Expenses Reserves Balance was £82,000 and following the surplus of £39,000 for the year, this now stands at £121,000.

6.0 CAPITAL

6.1 The Council's capital spending is detailed in Table 5.

6.2 The slippage into 2014/15 on the General Fund was agreed by the Cabinet at its meeting on 11 February 2014. Since then there has been slippage of expenditure identified on Phase 1 of the ICE project which will be utilised in 2014/15 in addition to the new funding from reserves for Phase 2.

6.3 There is always some slippage on Disabled Facilities Grant payments because approvals are given in advance of final payments being made. In 2013/14 this was exacerbated by delays in referrals from the County Council. This should now improve as the County has filled vacancies with permanent staff.

6.4 The final Housing Revenue Account capital budget was under spent by £1.5m compared to the revised approved budget of £15.738m. The main reasons for this are a result of delays in procuring contracts which are now in place, savings achieved on the Decent Homes Improvement Programme and delivery slippage during 2014/15.

TABLE 5	Approved	Prior	In Year	In Year	Revised	Provisional	Provisional
Scheme	Budget	c/f	Approvals	Slippage	Budget	Outturn	Variance
	£'000	£'000	£'000		£'000	£'000	£'000
HOUSING							
Improvements and Modernisation Disabled Facilities Grants	15,865	1,593		(1,720)	15,738	14,227	(1,510)
	373	263	5	(173)	468	314	(154)
OTHER SERVICES							
Parks and Recreation Grounds	188	99	10	(202)	95	82	(13)
IT & Software	272	60	232		564	400	(164)
Transport Account Vehicles	750				750	721	(29)
Leisure Centres	138				138	130	(8)
Car Parks	146			(97)	49	36	(13)
Coalville Market Upgrade	100		68	(168)	-	-	0
TOTAL CAPITAL PROGRAMME	17,832	2,015	315	(2,360)	17,802	15,911	(1,891)

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 29 JULY 2014

Title of report	TREASURY MANAGEMENT STEWARDSHIP REPORT 2013/14
Key Decision	a) Community Yes b) Financial Yes
Contacts	Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Chief Executive 01530 454500 christine.fisher@nwleicestershire.gov.uk Head of Finance 01530 454520 ray.bowmer@nwleicestershire.gov.uk
Purpose of report	To inform Members of the Authority's Treasury Management activity undertaken during the financial year 2013/14.
Reason for decision	Requirement of Treasury Management Policy
Council Priorities	Value for Money
Implications:	
Financial/Staff	Interest earned on balances and interest paid on external debt, impact on the resources available to the Authority.
Link to relevant CAT	Could impact upon all Corporate Action Teams.
Risk Management	Borrowing and investment both carry an element of risk. This risk is mitigated through the adoption of the Treasury and Investment Strategies, compliance with the CIPFA Code of Treasury Management and the retention of Treasury Management Advisors (Arlingclose) to proffer expert advice.
Equalities Impact Assessment	Not applicable
Human Rights	Not applicable
Transformational Government	Not applicable

Comments of Deputy Chief Executive	Report is satisfactory
Comments of Section 151 Officer	Report is satisfactory
Comments of Deputy Monitoring Officer	Report is satisfactory
Consultees	None
Background papers	<p>Report to Council – 26 February 2013 (Treasury Management Strategy Statement 2013/14 presented as part of the Budget and Council Tax 2013/14 Report) Budget and Council Tax 2013/14</p> <p>Report to Audit and Governance Committee – 25 September 2013 <u>Treasury Management Activity Report - April to August 2013</u></p> <p>Report to Audit and Governance Committee – 11 December 2013 <u>Treasury Management Activity Report - April to November 2013</u></p> <p>Report to Audit and Governance Committee – 26 March 2014 Treasury Management Activity Report - April 2013 to February 2014</p>
Recommendations	THAT CABINET APPROVES THIS REPORT.

1.0 BACKGROUND

- 1.1 The Authority's Treasury Management activity is underpinned by CIPFA's Code of Practice on Treasury Management ("the code"), which requires local authorities to produce Prudential Indicators and a Treasury Management Strategy Statement annually on the likely financing and Investment activity.
- 1.2 This report fulfils the Authority's legal obligation under the Local Government Act 2003, to have regard to both the CIPFA Code and the CLG Investment Guidance.
- 1.3 Treasury Management is defined as "the management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- 1.4 The Authority's current Treasury Management Strategy Statement, including the Borrowing Strategy, Debt rescheduling Strategy, Annual Investment Strategy, Prudential Indicators and Annual Minimum Revenue Position Statement for 2013-14 were approved by Council on 26 February 2013.

1.5 The Treasury Management Stewardship Report is supplemented by three in-year reports to the Audit and Governance Committee on 25 September 2013, 11 December 2013 and 26 March 2014.

2.0 THE U.K. ECONOMY AND EVENTS

- The UK economy showed stronger than anticipated activity and growth. GDP in Q4 2014 showed year-on-year growth of 2.7%. Much of the improvement was due to the service sector and an increase in household consumption buoyed by the pick-up in housing transactions. This was driven by higher consumer confidence, greater availability of credit and strengthening house prices.
- Business Investment had yet to recover convincingly and the recovery was not accompanied by meaningful productivity growth.
- CPI fell from 2.8% in March 2013 to 1.7% in February 2014, the lowest rate since October 2009. This was helped largely by the easing commodity prices and discounting by retailers, reducing the pressure on the Bank to raise rates.
- Unemployment fell from 7.8% in March 2013 to 7.2% in January 2014 but this hid a stubbornly high level of underemployment. Real wage growth (after inflation) remained negative.
- The Bank of England implied that when official interest rates were raised, the increases would be gradual – this helped underpin the ‘low for longer’ interest rate outlook, despite the momentum in the economy.

3.0 THE AUTHORITY’S TREASURY POSITION.

3.1 The Authority’s gross / net debt and investment positions are as follows:

DEBT	Balance at 01/4/2013 £m	%	Maturing loans £m	Premature redemptions £m	New Borrowing £m	Balance at 31/03/2014 £m	%
Long-term fixed rate	£88.510m	100	£0.987m	£0.000m	£0.000m	£87.523m	100
Long-term variable rate	£0.000m	0	£0.000m	£0.000m	£0.000m	£0.000m	0
Temporary Borrowing	£0.000m	0	£0.000m	£0.000m	£0.000m	£0.000m	0
Total borrowing	£88.510m	100	£0.987m	£0.000m	£0.000m	£87.523m	100
Other long-term liabilities	£0.149m		£0.013m	£0.000m	£0.000m	£0.136m	
TOTAL EXTERNAL DEBT	£88.659m		£1.000m	£0.000m	£0.000m	£87.659m	
INVESTMENTS	Balance at 01/4/2013 £m	%	Maturities £m	Sales £m	New Investments £m	Balance at 31/03/2014 £m	%
Internally Managed	£14.053m	100	£143.926m	£0.000m	£150.601m	£20.728m	100
Investments with maturities up to 1 year,	£14.053m	100	£143.926m	£0.000m	£150.601m	£20.728m	100
Investments with maturities in excess of 1 year	£0.000m	0	£0.000m	£0.000m	£0.000m	£0.000m	0
Externally Managed Investments	£0.000m	0	£0.000m	£0.000m	£0.000m	£0.000m	0
TOTAL INVESTMENTS	£14.053m		£143.926m	£0.000m	£150.601m	£20.728m	
NET DEBT	£74.606m					£66.931m	

- 3.2 Two PWLB loans, taken out as part of the self-financing system of Council Housing in 2011/12, were on an annuity basis and have repayment of principal included. This is shown in the table in the column 'Maturing Loans'.
- 3.3 In 2013/2014, the capacity for investment has increased by £6.7m. The volatility of balances is normal throughout the year and a number of factors contribute to this:
- a) The Authority traditionally benefits from the receipt of Council Tax and Business Rates during the first ten months of the financial year;
 - b) Revenue expenditure is more evenly weighted throughout the financial year;
 - c) Capital expenditure is more heavily weighted towards the latter part of the financial year due to the time required to schedule programmes of work or award contracts.
 - d) The patterns of income and expenditure are reflected in the Authority's cash flow projections. This is monitored and revised daily.
- 3.4 The increased capacity for investment is in part due to the allocation of the Decent Homes Grant (£7.3m) which is offset by increased expenditure on the Decent Homes Improvement Programme; sales of houses under the 'Right to Buy' scheme and other Housing property in 2013/14 (£2m) and the timing of income and expenditure.

4.0 BORROWING ACTIVITY.

- 4.1 The Authority's Borrowing Strategy 2013/14, approved by Council on 26 February 2013, incorporates a prudent and pragmatic approach to borrowing to minimise borrowing costs without compromising the longer-term stability of the portfolio, consistent with the Authority's Prudential Indicators.
- 4.2 No existing loans requiring replacement matured during 2013/14.
- 4.3 The Authority did not undertake any new long-term borrowing during the year and interest payments totalling £2.94m were made in respect of existing debt.
- 4.4 The Authority's cash flow remained positive during the period. The Authority did not require any temporary loans during the period.
- 4.5 The Authority has approximately £3.4m of internal debt at 31 March 2014 as this is currently judged to be the most cost effective means of funding the capital programme.
- 4.6 The Minimum Revenue Provision (MRP) charge that was made to the revenue account for 2013/14 was £1.6m and includes both Housing (£0.987m) and General Fund (£0.617m). The MRP is intended to ensure that the capital financing debt is paid off over the longer term.

5.0 DEBT RESCHEDULING ACTIVITY.

- 5.1 The Authority's Debt Rescheduling Strategy 2013/14, which was approved by Council on 26 February 2013, establishes a flexible approach where the rationale for rescheduling could be one or more of the following:
- Savings in interest costs with minimal risk.
 - Balancing the volatility profile (i.e. the ratio of fixed to variable rate debt) of the debt portfolio.

- Amending the profile of maturing debt to reduce any inherent refinancing risks.

5.2 No opportunities for debt rescheduling were identified which conformed to the above rationale. Accordingly, the Authority has undertaken no debt rescheduling activity during the period.

5.3 The Authority's portfolio of fourteen loans - eight PWLB loans and four market loans - will continue to be monitored for debt rescheduling opportunities that comply with the Authority's Policy and rationale.

6.0 INVESTMENT ACTIVITY

6.1 The Authority's Investment Policy and Strategy 2013/14, which was approved by Council on 26 February 2013, established that the major policy objective is to invest its surplus funds prudently.

6.2 The Authority's investment priorities are:

- security of the invested capital;
- sufficient liquidity to permit investments; and,
- optimum yield which is commensurate with security and liquidity.

6.3 The counterparties that the Authority currently utilise all meet the criteria set out in the Treasury Management Strategy Statement 2013/14 and are monitored by the Authority's Treasury Management Advisors. The minimum long term rating for counterparties is A- or equivalent. The counterparties and amounts invested at 31 March 2014 are shown below:

Counterparty	£m
Goldman Sachs MMF	1.1
CCLA Investment Management Ltd MMF	0.5
HSBC	2.2
Lloyds Banking Group / Bank of Scotland	2.5
Nationwide Building Society	2.0
Santander	3.0
Close Brothers Ltd	3.0
Handelsbanken	2.5
Black Rock MMF	1.9
Staffordshire Moorlands District Council	2.0
Total Invested	20.7

6.4 The average rate of return on the Authority's investment balances during the year was 0.566%. For comparison purposes, the benchmark return (average 7-day London Interbank Bid Rate or LIBID rate) for 2013/14 was 0.35%. The average 7 day London Interbank Offered Rate (LIBOR) for 2013/14 was 0.48%. The comparison of rates of return against a benchmark is less relevant when set against the ultimate priority of Security as set out in the Authority's Treasury Management Strategy Statement 2013/14.

- 6.5 The Authority budgeted to achieve £68,000 of income from its investment activity in 2013/14. The average cash balances representing the Authority's reserves, capital receipts and working balances were £20m during the year (2013/13 £14.3m). The total interest earned on investments was £111,957 (2012/13 £74,667). Of this total interest, £15,333 is applied to balances held on external income (2012/13 £7,980). This external income represents balances from S106 contributions for schemes such as Healthcare, affordable housing and recreation that have not yet been spent.
- 6.6 The remaining balance of interest (£96,623) received on investment income is budgeted to be apportioned between General Fund and the Housing Revenue Account based on an estimated cash flow position. For 2013/14, the budgeted investment income is apportioned as follows: £43,000 General Fund and £25,000 Housing Revenue Account and the over achievement of interest is apportioned on this basis. The outturn position of investment income achieved for 2013/14 is: £61,100 General Fund and £35,523 HRA.

7.0 THE AUTHORITIES' BANKER

- 7.1 Co-op Bank is currently the Authority's banker and will, until such time that a new banking arrangement is in place, continue to be used for operational and liquidity purposes. However, the Co-op has indicated that it is exiting the Local Government market and the Authority remains on high alert for signs of regulatory action occurring with the bank. The Council intends to change its banker from April 2015.
- 7.2 The Authority has put in place contingency banking arrangements with Lloyds Bank to enable the Authority to continue making and receiving payments should the Co-op cease operations.
- 7.3 In addition, with weekends the most likely time for regulatory action to occur, and with the bail-in system whereby the Authority would be an 'unsecured creditor', in order to mitigate this risk, the Authority makes every effort to keep the ledger balance in the bank account at close to zero at the close of each business day by following the Authority's existing treasury management practices. To supplement the actions already being taken, an additional secondary daily check has commenced to further mitigate the risks outlined.

8.0 SUMMARY

- 8.1 The Authority can confirm that it has complied with its Prudential Indicators for 2013/14, which were approved on 26 February 2013 as part of the Authority's Treasury Management Strategy Statement.
- 8.2 In compliance with the requirements of the CIPFA Code of Practice, this report provides members with a summary report of the Treasury Management activity during 2013/14. No indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.
- 8.3 The Authority can confirm that during 2013/14, it has complied with its Treasury Management Strategy Statement, policies and Treasury Management Practices.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**CABINET – 29 JULY 2014**

Title of report	UPDATE REPORT ON LOCAL PLAN PROGRESS
Key Decision	a) Financial No b) Community Yes
Contacts	Councillor Trevor Pendleton 01509 569746 trevor.pendleton@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk
Purpose of report	For Cabinet to note the progress of preparation of the Local Plan and the minutes of the meetings of the Local Plan Advisory Committee
Reason for Decision	For Cabinet to set of its views for consideration by Council.
Council Priorities	Value for Money Business and Jobs Homes and Communities Green Footprints Challenge
Implications:	
Financial/Staff	The Local Plan will require the gathering of additional evidence which will have financial implications. The exact requirements are not clear at this stage and will need to be kept under review. The Council makes budget provision each year in anticipation of these costs.
Link to relevant CAT	None
Risk Management	A risk assessment of the project has been undertaken. As far as possible control measures have been put in place to minimise these risks, including monthly Project Board meetings where risk is reviewed.
Equalities Impact Assessment	As part of the process of preparing the Local Plan an assessment of the potential impact of the policies and proposals of the Local Plan from an equalities perspective will need to be undertaken.
Human Rights	None
Transformational Government	Not applicable

Comments of Deputy Chief Executive	As author, the report is satisfactory
Comments of Section 151 Officer	Report is satisfactory
Comments of Deputy Monitoring Officer	Report is satisfactory
Consultees	None
Background papers	Reports to 3 June 2014 meeting of LPAC which can be viewed here
Recommendations	<p>THAT CABINET:</p> <p>(I) NOTES THE MINUTES OF THE LOCAL PLAN ADVISORY COMMITTEE OF 18 MARCH 2014 AND 29 APRIL 2014;</p> <p>(II) NOTES THE RECOMMENDATIONS OF THE MEETING OF THE LOCAL PLAN ADVISORY COMMITTEE OF 3 JUNE 2014; AND</p> <p>(III) RECOMMENDS THAT THE LOCAL PLAN ADVISORY COMMITTEE RECONSIDERS THE LOCAL PLAN, PLAN PERIOD ON THE BASIS OF NEW EVIDENCE AVAILABLE IN THIS REPORT</p>

1.0 BACKGROUND

- 1.1 Members will recall that at the meeting of Council on 25 February 2014 it was agreed to establish a Local Plan Advisory Committee to work with officers on the new Local Plan.
- 1.2 The Advisory Committee has so far met on three occasions on 18 March 2014, 29 April 2014 and 3 June 2014. The Advisory Committee was set up as a sub-committee of Council and so the minutes have to be reported to Council. The meetings referred to above will be considered at the meeting of Council on 16 September 2014.
- 1.3 The purpose of this report is for Cabinet to consider progress with the preparation of the Local Plan and the outcome from the meetings of LPAC ahead of drafting recommendations to be considered by Council. Cabinet are responsible for drafting the Local Plan and making recommendations to Council. Council have set up the LPAC to facilitate greater member involvement in the preparation of the Local Plan. Whilst Cabinet are not bound by the views of the LPAC, it is appropriate that their recommendations are informed by the wider view of members as represented through the LPAC via the minutes of the LPAC meetings.

2.0 MEETING OF LPAC ON 18 MARCH 2014

- 2.1 The meeting was provided with an update of both the National and Local Plan process and a report outlining the possible scope to be covered by the new Local Plan. A copy of the minutes is attached at Appendix A of this report.
- 2.2 It will be noted that in terms of the Local Plan the Advisory Committee had been advised that:
- the Council should prepare a Local Plan rather than revising and resubmitting the Core Strategy; and
 - that the plan period should be 2011-36
- 2.3 The Advisory Committee agreed that the plan period should be 2011-2036. However, the issue of the plan period is considered further at paragraph 4.3 of this report.
- 2.4 The Advisory Committee was also presented with an initial draft structure for the Local Plan and to comment on the structure, although it was stressed that the structure could change in due course.

3.0 MEETING OF LPAC ON 29 APRIL 2014

- 3.1 The meeting considered a report in respect of a new Statement of Community Involvement (SCI) and the Council's Strategic Housing Land Availability Assessment (SHLAA). A copy of the minutes is attached at Appendix B of this report.
- 3.2 In respect of the SCI the Advisory Committee was advised that it would be appropriate to prepare a new SCI to take account of changes in legislation. This was endorsed by the Advisory Committee.
- 3.3 In respect of the SHLAA it was noted that this was a vital part of the Council's evidence base to support the new Local Plan but that importantly, inclusion of any site in the SHLAA did not mean it would definitely be included in the Local Plan or granted planning permission if an application was submitted. The Advisory Committee noted the SHLAA and its role in the Local Plan process.

4.0 MEETING OF LPAC ON 3 JUNE 2014

- 4.1 The meeting considered reports in respect of the new Strategic Housing Market Assessment (SHMA) and the proposed timetable for the Local Plan.
- 4.2 In terms of the SHMA the Advisory Committee:
- noted that the findings identified that the housing need in North West Leicestershire was estimated to be between 285 and 350 per annum for 2011-31 and 270-330 per annum for 2011-36;
 - noted the next steps to reach agreement across the Housing Market Area (HMA) in respect of the amount and distribution of new housing; and
 - considered that it was essential that in the event that there was a need to re-distribute any housing across the HMA that any process for agreement should be open and transparent.

4.3 Since the meeting of the Advisory Committee on 3 June, the Member Advisory Group (MAG), which is a member group representing each of the planning authorities in the Leicester and Leicestershire Housing Market Area, has met and has indicated that in terms of reaching an agreement on the amount and distribution of new housing this should cover the period to 2031. The basis for the MAG reaching this conclusion is due to the fact that the current transport modelling work for the Housing Market Area currently only looks at the period to 2028 and therefore having plan periods to 2031 minimises the additional modelling work required to have a comprehensive set of plans in place. More importantly however the recommendation to run plans to 2031 is based on the fact that all planning authorities in the Housing Market Area have confirmed that they are able to accommodate their housing needs within their respective areas upto that date thereby avoiding the need for any re-distribution. Therefore, whilst the Local Plan Advisory Committee had recommended at its meeting that the Local Plan should cover the period 2011-2036, it was not aware of the MAG's deliberations on this matter at the time and as a result of this, officer advice is that it would now be appropriate to cover the period 2011-2031 to be consistent with other authorities in the Housing Market Area.

4.4 In considering the plan end date to 2031, Cabinet should be aware that the National Planning Policy Framework (NPPF) states at para 159 that local plans should:

"be drawn up over an appropriate time scale, *preferably* a 15-year time horizon, take account of longer term requirements, and be kept up to date"

However the NPPF also states at para 47 that the local plan should:

"identify a supply of specific, developable 12 sites or broad locations for growth, for years 6-10 and, *where possible*, for years 11-15"

Given the Local Plan will not be adopted at the earliest until the end of 2016 an end date of 2031 would of course be just short of 15 years. The longer date (2036) would, as the LPAC have already been advised be preferable and fits better with NPPF in this regard. However if the Council is to continue with an plan end date of 2036, this poses a considerable risk of not being able to secure co-operation based on a robust evidence base, which is also a requirement of the NPPF.

Given that there is consensus that up until 2031 all the authorities can meet their objectively assessed housing need without the need for any redistribution subject to some modelling by LCC around transport. It is advised that it would likely have to be something of real significance for any constraint including transport to persuade an Inspector that any plan meeting housing would otherwise be found unsound on the '15 year rule'. This seems to be supported by the Inspector for the Charnwood Hearing being content that the submitted plan has an end date of 2028 (14 year time horizon).

Therefore due to changed circumstances following publication of the SHMA and emerging information concerning SHLAAs, Cabinet are advised that a credible argument could be advanced to support an end date of 2031 with a commitment that the authorities will be working together on a longer time horizon as the evidence base is rolled forward.

5.0 TERMS OF REFERENCE

- 5.1 In respect of the timetable the Advisory Committee noted the proposed timetable for the preparation of the Local Plan and expressed some concerns that an initial consultation was planned over July and August 2014 when many people would be on holiday. This consultation is now underway (including a consultation in respect of the Statement of Community Involvement) until 19 September 2014.
- 5.2 It was also noted that adoption was not considered likely until the end of 2016 and the Advisory Committee expressed the need to ensure that progress was made as quickly as possible.
- 5.3 Finally, at the meeting of the LPAC on 3 June 2014, some concern was raised regarding the terms of reference for the Advisory Committee. These concerns were:
- a) The need for non members of the LPAC to give notice of the wish to participate at LPAC meetings;
 - b) The need to seek “permission” of the chairman to participate; and
 - c) That the terms of reference do not exclude a meeting being quorate with just one political party in attendance.
- 5.4 As these matters relate to the terms of reference to the LPAC and these are a matter for full Council, they will be addressed in the report to Council in September 2014.

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MINUTES of a meeting of the LOCAL PLAN ADVISORY COMMITTEE held in the Council Chamber, Council Offices, Coalville on TUESDAY, 18 MARCH 2014

Present: Councillors J Bridges, C Large, J Legrys, V Richichi, S Sheahan, A V Smith MBE (In place of R D Bayliss) and R Woodward (In place of D De Lacy)

In Attendance: Councillors R Adams, R Adams, R Blunt, R Johnson and T Neilson

Officers: Mr S Bambrick, Mr D Gill, Mr D Hughes, Mrs M Meredith, Mr I Nelson and Mr M Sharp

1. ELECTION OF CHAIRMAN

The Director of Services opened the meeting and sought nominations to elect a Chairman for the remainder of the municipal year.

It was moved by Councillor A V Smith, seconded by Councillor C Large and

RESOLVED THAT:

Councillor J Bridges be elected Chairman for the remainder of the municipal year.

Councillor J Bridges took the chair and advised everyone present that this was a cross-party Committee and Members would work together to deliver a sound Core Strategy for the area.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors R D Bayliss and D De Lacy.

3. DECLARATION OF INTERESTS

Councillor J Legrys sought clarification on declaring interests as the Committee would be looking at the whole of the District. In particular he requested advice as most Members owned their own properties.

The Legal Advisor clarified that when matters were considered in broader terms, and Members were equally as affected as everyone else in the area, there was no requirement to declare a pecuniary interest on that basis. He referred to the setting of the Council Tax as an example.

Councillor J Bridges encouraged Members to seek advice on interests in advance of the meeting.

There were no interests declared.

4. COMMITTEE TERMS OF REFERENCE

The Director of Services referred Members to the Terms of Reference of the Committee which were attached for information. He stated that he intended to attach the Terms of Reference to the agenda for each meeting to ensure Members remained focussed on the role of the Committee.

Councillor J Bridges encouraged Members to seek advice if there was anything they felt should be incorporated into the Terms of Reference.

Councillor J Legrys stated that as the process evolved, the Terms of Reference would need to be reviewed. He welcomed the idea that the Terms of Reference would be included in each agenda.

5. UPDATE ON NATIONAL PLANNING AND LOCAL PLAN PROCESS

Mr M Sharp introduced himself to the Committee and explained that his role as a consultant was to advise the Council on the Local Plan process. He added that he was delighted to be able to assist the Council.

Mr M Sharp gave a presentation to Members outlining the changes to the planning framework, the current position locally and the progress of the review to date.

Councillor S Sheahan asked how the duty to co-operate would work in practice.

The Director of Services advised that a Housing Planning and Infrastructure Group had been established for Leicestershire at officer level. He explained that this would feed into the Members Advisory Group, where it was intended that discussions around strategy and housing requirements would take place. He added that this structure was intended to demonstrate that the duty to co-operate had been fulfilled.

Councillor S Sheahan requested that the minutes of the Housing Planning and Infrastructure Group and the Members Advisory Group be made available to the Committee.

Councillor J Legrys welcomed the recommendation in respect of viability work. He sought clarification on the mechanism for this and expressed concerns regarding the availability of resources to undertake this work as he recognised the amount of detail required.

Mr M Sharp advised that the expertise required was not necessarily something the Council would already have in-house. He explained that there was established methodology and experts who could be called upon to undertake the work. He added that Councils across the country were taking this approach so he was confident that the work could be undertaken within a reasonable budget.

Councillor J Legrys referred to the duty to co-operate with all neighbouring authorities, including those in Staffordshire and Nottinghamshire.

Mr M Sharp confirmed that conversations with all neighbouring authorities would need to take place. He explained that the Housing Planning and Infrastructure Group was based on the Strategic Housing Market Assessment (SHMA) area, which was accepted as being the Leicestershire area.

Mr M Sharp advised that the guidance made reference to Local Plan preparation and suggested that Members read this section.

6. POSSIBLE SCOPE OF THE LOCAL PLAN

The Director of Services presented the report to Members, drawing their attention to the recommendations as set out in the report, which sought a decision from the Committee on whether a new Local Plan should be produced and what the plan period should be. He advised that a decision from the Committee would take the form of a recommendation to Council. He also referred Members to the appendix to the report which set out some initial thoughts on the structure of the Local Plan and the policies that would be unique to North West Leicestershire and not contained elsewhere.

The Director of Services referred to the previous item and the presentation Members had received which had outlined the direction of travel nationally and what the good practice guidance was suggesting. He explained that assumptions had been made about how long it would take to produce a new Local Plan. He advised that these assumptions had now been reviewed, and taking into consideration the fact that work was still being undertaken on the SHMA, the updated advice to Members was that it would take no longer to produce a single Local Plan than it would to produce a revised Core Strategy.

In respect of the plan period, the Director of Services advised that the preferred time horizon set out in the National Planning Policy Framework (NPPF) was 15 years from the adoption of the plan. If the plan period remained as at present and the plan was adopted in 2016, this would only just meet the 15 year horizon, which could place the soundness of the plan at risk. Therefore it was recommended that Members consider extending the plan period to 2036, which would have the added benefit of coinciding with the SHMA.

Councillor C Large welcomed the idea of moving forward with a single Local Plan as this would fit in very well with the NPPF. She also felt that the plan period should be extended to 2036, especially as it coincided with the SHMA. She stated that some Local Authorities were looking at limits to development as well as local allocations, and asked if this Council would be considering this also.

The Director of Services stated that it would be a matter for Members to decide what types of policies were included in the Local Plan. He explained that considering the limits to development would add another layer of detail to the Local Plan and there would be a lot of detail to consider, which could potentially add time to the process. He added that there were other ways to address the limits to development, however this was not a decision that needed to be made today. He advised that he would want to present the Committee with more detailed information which Members would need to consider before a decision could be reached.

Councillor J Legrys added that this was an issue at Planning Committee and when meeting residents. He stated that as an alternative method was being proposed, this would be considered in due course, however it was essential to define communities. He welcomed the change from Core Strategy to Local Plan as it made it easier for people to understand that the Council was going through a different process. He added that it was a matter of debate as to how much detail should be included. He recalled that one of the criticisms of the Core Strategy was that it was too vague from the point of view of members of the public. He stated that he accepted the recommendation in respect of the plan period due to the risk of the plan failing again.

Councillor S Sheahan sought advice in respect of his position regarding recommendation B and his interest in HS2.

The Legal Advisor clarified that at present Members were making a general recommendation that this policy should be included. However if sites were being considered in detail at future meetings, further consideration would need to be given in respect of interests.

The Director of Services emphasised that the appendix was a very initial list of potential policies and was by no means the end of the process. At this point it was intended that Members discuss the direction of travel and whether the policies listed were appropriate. He highlighted that under the Local Plan structure there would be significantly fewer policies. He invited Members to consider whether individual policies were unique to North West Leicestershire and were not covered nationally. He also advised Members to consider whether the Local Plan should be divided into chapters. He highlighted that it was recommended to include a policy on Gypsies and Travellers, however the allocation of sites would be dealt with elsewhere. He added that it was not proposed to include a

traditional policy for town centres, as the retail policies were covered in the NPPF and were therefore not needed. He also advised that much of the detail in respect of conservation areas and listed buildings would be included elsewhere. He suggested that there was a need for place based policies, principally around the main areas in the District.

Councillor C Large stated that she had given careful consideration to specific policies. She felt that the NPPF was very vague on the Rural Workers Dwellings policy and stated that this needed careful consideration. She added that the Local Needs Housing policy seemed to have been lost from the Core Strategy and she felt this was a good policy. She stated that there would be a lot of debate on the development strategy and asked how long Members would have to consider the list of policies.

The Director of Services advised that there would be as much time as needed to consider the policies. He also encouraged Members to feed back directly with their views.

Councillor J Legrys stated that he would welcome a discussion around alternative methods of infrastructure delivery to Section 106 and Community Infrastructure Levy (CIL) as there were other ways of breaking the logjam. He added that developers were saying that they want to develop, but the infrastructure needed to be in place first. He stated that in respect of the development strategy it was necessary to be flexible enough to make changes if a major development came forward during the development of the Local Plan. He added that he preferred sites to be mapped with clear defined boundaries rather than a list of sites. He expressed concerns regarding the town centre policy and felt that discussions were necessary in respect of defining retail sites. In respect of potential transport routes he referred to the railway line running through Castle Donington and added that he would like to see the line protected for potential passenger transport. He reiterated the need to secure a rail link into East Midlands Airport. He added that the racetrack should also be included in the list of policies. He welcomed the idea of breaking the Local Plan up into chapters as he felt this would make it clearer. He felt that there were some bigger issues that needed to be resolved and the bigger picture needed to be considered. He sought confirmation that there was a separate working group looking at the issue of Gypsies and Travellers.

Councillor J Bridges confirmed that this was the case, however this also needed to be considered as part of the overall strategy.

Councillor J Legrys stated that there was no mention in the appendix regarding consultation with the public, parties, action groups and developers in the early stages of the process. He felt it should be made clear that consultation would have to be undertaken and it would need to be considered how this would be done.

The Director of Services wholeheartedly agreed that consultation was absolutely fundamental. He added that allocations would not be made without showing the sites on a map and the intention was that this would be available for all to see. He stated that discussions had taken place in respect of the racetrack, which was unique to North West Leicestershire, however consideration would need to be given to what would be included in the policy as there was no proposed development at the site. He added that if there was something particular to say about the racetrack, it would be appropriate to have a policy.

Mr M Sharp added that the racetrack could be referenced in the Local Plan without having a specific policy.

Councillor R Woodward referred to the lack of consultation which had taken place at the beginning of the Core Strategy Process. He stated that he would be keeping an eye on

how much consultation was taking place, with whom and how much notice this Committee was taking of the feedback.

Councillor S Sheahan stated that if viability and deliverability was being considered, Members needed to look long and hard at affordable housing as whatever the Council was doing at the moment was not working well.

Councillor C Large stated that she completely agreed with Councillor S Sheahan and this related well to the Rural Exception policy also. She felt that this was definitely worth looking at.

Councillor J Bridges reiterated that the list of policies in the appendix was for the Committee to review and Members of the Committee had a duty to seek the views of their colleagues. He encouraged Members to discuss any issues with the officers.

It was moved by Councillor J Legrys, seconded by Councillor C Large and

RESOLVED THAT:

a) It be recommended to Council that:

(I) A new Local Plan be produced incorporating strategic policies, allocations and some detailed policies; and

(II) The plan period cover the period 2011-2036.

b) The Advisory Committee's comments on the suggested initial draft structure for the local plan as set out in Appendix A be noted.

7. DATE OF NEXT MEETING

It was agreed that the next meeting of the Local Plan Advisory Committee take place on Tuesday, 29 April 2014.

Councillor R Blunt left the meeting at 5.53pm during the discussion on item 5 – Update on National Planning and Local Plan Process.

Councillor T Neilson entered the meeting at 6.20pm during the discussion on item 6 – Possible Scope of the Local Plan.

The meeting commenced at 5.30 pm

The Chairman closed the meeting at 6.39 pm

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MINUTES of a meeting of the LOCAL PLAN ADVISORY COMMITTEE held in the Council Chamber, Council Offices, Coalville on TUESDAY, 29 APRIL 2014

Present: Councillor J Bridges (Chairman)

Councillors R D Bayliss, D De Lacy, C Large, J Legrys, V Richichi and S Sheahan

In Attendance: Councillors R Adams, J Geary, D Howe, R Johnson, T Neilson, L Spence, R Woodward and M B Wyatt

Officers: Mr M Sharp (Consultant), Mr S Bambrick, Mrs M Meredith, Mr I Nelson and Mr S Stanion

Councillor J Bridges noted that a number of members of the public were in attendance. He stated however that it would not be practical to invite everyone in attendance to speak at the meeting. He encouraged all interested parties to speak to their Ward Members with any concerns and these could then be fed into the Committee and on to Council. He advised that members of the public would have an opportunity to ask questions at any full Council meeting.

Councillor J Bridges announced that he had invited Councillor M B Wyatt to participate in future meetings of the Local Plan Advisory Committee in a non-voting capacity. He stated that he had used his discretion as Chairman to make this decision in the interests of fairness as this was a cross-party Committee.

Councillor J Legrys stated that the Chairman was entitled to make this decision, however it had not been discussed with the Labour Group at all. He added that if this were truly to be a cross-party Committee, Councillor A C Saffell should also be invited to participate. He wished to formally nominate Councillor A C Saffell.

Councillor D De Lacy stated that it had been difficult to persuade the Labour Group to participate in this process and the decision had been finely balanced. He added that the constitution of the Committee had been negotiated and agreed and it appeared that the Chairman had now unilaterally varied this without any engagement with the Labour Group. He stated that this would be reported back to the Labour Group and there may be consequences.

The Director of Services referred Members to the Terms of Reference of the Committee which had been agreed by full Council, in particular the provision within the Terms of Reference which allowed the Chairman to invite other Members to attend and participate in the meeting in a non-voting capacity at his discretion.

Councillor D De Lacy stated that he had envisaged that Members would be invited to participate at certain points in the process, rather than permanently.

Councillor J Bridges stated that he had made it clear at the previous meeting that this was to be an open, cross-party Committee and he could not see any issue with other Members participating in the same way that Members were being allowed to speak at this meeting. He advised that it would not be practical to accept a nomination for Councillor A C Saffell to sit on the Committee without a request from him to participate.

Councillor J Legrys acknowledged that this was a matter of interpretation and it was unfortunate that this had not been discussed prior to the meeting.

8. APOLOGIES FOR ABSENCE

There were no apologies for absence received.

9. DECLARATION OF INTERESTS

Councillor S Sheahan sought clarification from the Legal Advisor that if a particular site in the SHLAA was under discussion which a Member had an interest in, at that point it would be appropriate to declare a pecuniary disclosable interest and leave the room.

The Legal Advisor clarified that as the Committee was not a decision-making body, Members should feel able to make any comments they wished to.

Councillor J Legrys declared a non-pecuniary interest as a volunteer at Hermitage FM, should there be any discussion on Coalville Town Centre.

10. MINUTES OF PREVIOUS MEETING

Councillor S Sheahan referred to minute number 4 and his request that the minutes of the Housing Planning and Infrastructure Group be made available to this Committee. He clarified that this should include the minutes of the Members Advisory Group. He also asked if the minutes were likely to be available soon.

Councillor J Bridges advised that they should be available in the coming week.

Councillor D De Lacy referred to the discussion about the limits to development at the previous meeting and asked at what stage the Committee would consider this matter. He also asked if officers were in a position to produce a road map of the tasks that needed to be completed.

The Director of Services advised that he anticipated that a programme would be brought to the next meeting of the Committee.

11. COMMITTEE TERMS OF REFERENCE

The Director of Services referred Members to the Terms of Reference of the Committee which were attached for information.

12. STATEMENT OF COMMUNITY INVOLVEMENT

The Director of Services presented the report to Members, drawing their attention to the purpose of the Statement of Community Involvement (SCI) and that it was considered appropriate to prepare a new SCI as there had been changes in legislation since the current SCI had been adopted in 2006. He sought comments from the Committee on what a revised SCI should include.

Councillor J Legrys welcomed the opportunity to have this issue discussed by the Committee. He commented that he had discussed this issue in a briefing with the Director of Services. He stated that it was essential to revise the consultation process as early as possible, as there were deep concerns about the length of time that the consultation would take. He added that the Labour Group would want to put forward proposals for consultation and he sought clarification on the timescales and how this would be undertaken. He felt that if the Committee was meeting again in 1 month this may be too early, however it was important not to drag the process out. He stated that he wanted to see Councillors much more involved in the consultation, engagement with Town and Parish Councils and involvement in the Neighbourhood Plan process.

Councillor J Bridges stated that risk management was an issue. He added that the consultation process needed to be done effectively, consistently and it was imperative to get the SCI right. He appreciated the concerns expressed by Councillor J Legrys.

The Director of Services advised that it was intended to bring a report to the next meeting of the Committee which would clarify the content of the SCI and report any comments received.

There was a discussion around the timescales for providing comments for the next meeting. The Director of Services advised that in order to produce a meaningful report for the meeting, he would need to receive comments 2 weeks beforehand. He added that a final decision would not be sought at this meeting, however Members would be asked to agree a document which would then be consulted upon.

It was moved by Councillor R D Bayliss, seconded by Councillor J Legrys and

RESOLVED THAT:

- a) The Council prepare a new Statement of Community Involvement;
- b) A further report on the possible content of the new Statement of Community Involvement be brought to a meeting of this Advisory Committee and;
- c) The Advisory Committee comment on any issues and approaches to consultation which they would wish to see reflected in a new Statement of Community Involvement.

13. STRATEGIC HOUSING LAND AVAILABILITY ASSESSMENT

The Director of Services presented the report to Members, drawing their attention to the revised recommendation circulated at the meeting which reflected the fact that the Advisory Committee was not a decision-making body. He advised that the SHLAA was a delegated decision and outlined its role in the preparation of a Local Plan. He referred to correspondence which had been received from representatives of Friends of Snibston relating to 3 sites in the SHLAA. He explained that the SHLAA itself was a technical document and the process was set out in national guidance, which all Local Authorities were required to follow. He emphasised that the SHLAA sets out a list of sites that had the potential to be included in the Local Plan and had the potential to be developed, and at this stage there was no commitment that any of the sites would be developed. He added that as the process was followed, the list of sites would get shorter until the Council decided which of the sites to include in the Local Plan. He emphasised that it was not appropriate at this stage to make decisions about which sites should be included in the Local Plan or the SHLAA as this was a future debate.

Councillor R D Bayliss agreed that it would be most unwise to start eliminating sites at this point.

Councillor S Sheahan stated that the Director of Services had reassured Members about the status of sites in the SHLAA, however he asked how the current position had been arrived at as the previous SHLAA was very detailed. He sought clarification on the reasons why sites had not been included, and what had changed.

The Planning Policy and Business Focus Team Manager gave a presentation to Members outlining the purpose of the SHLAA and the findings of the assessment. In response to Councillor S Sheahan's question he explained that the starting point had been the previous SHLAA in 2011. He added that the same reference numbers had been retained from the previous version where possible for consistency and for ease of reference. He explained that because of this, there were gaps in the numbering due to sites having been developed or no longer being considered suitable for other reasons.

The Consultant added that from his broader experience, it would be very unwise to start excluding sites at this stage. He explained that doing so could put the Council at risk considering that the work on the evidence base was yet to be completed and the policies which would set out why sites should be excluded from the SHLAA were not yet in place.

The Legal Advisor endorsed the Consultant's comments and added that a clear understanding of the purpose of the SHLAA was essential at the outset. He added that a proportionate evidence base was required to inform Members in respect of the strategy for determining the sites to be included in the Local Plan. He explained that the SHLAA would form part of the evidence base and the number of sites would naturally reduce as they were assessed. He stated that excluding sites now would deprive Members of the widest possible number of sites to choose from and that would be unwise at this stage.

Councillor C Large stated that she completely agreed with the officers' standpoint. She explained that she was professionally involved with planning and had herself put forward sites for inclusion in the SHLAA that had subsequently been refused planning permission, which demonstrated that inclusion in the SHLAA was not a 'rubber stamp' for development of the site. She asked if the guidance on rural housing was being taken into account and hoped that smaller settlements would not be dismissed. She added that she would much rather see developments spread out and development in rural villages would make them more sustainable.

The Planning Policy and Business Focus Team Manager explained that sites of less than 10 dwellings had previously been excluded from the SHLAA but it had been decided not to employ that threshold in the revised SHLAA. He added that the excluded sites would be reviewed to see which ones may have been excluded on the grounds of sustainability and to see whether this remained a valid reason. He explained that this guidance had very recently been published and as such it may be necessary to report back to the Advisory Committee.

Councillor S Sheahan sought clarification on the role of the Advisory Committee, as Members were being asked to accept the list of sites. He added that Members had not had an opportunity to consider maps and had not been provided with the full detail of which sites had been excluded. He stated that he was disappointed and felt that the SHLAA was just a 'landowner shopping list' that Members were being asked to rubberstamp.

The Director of Services clarified that the role of the Advisory Committee was to advise on the preparation of a new Local Plan. He explained that the foundations were being set for the Advisory Committee to make recommendations to Council. He added that the Advisory Committee were not at the stage of making recommendations to Council, as the groundwork would need to be done first. It was his view that it was imperative for the Advisory Committee to build upon their understanding of the purpose of the SHLAA, the associated processes and the evidence base to ensure that Members were in a better position to make recommendations to Council.

Councillor S Sheahan referred to the original recommendation which asked Members to approve the SHLAA for publication and highlighted that Members were now being asked only to note the report. He felt that this was not an issue if a further report was to be brought back to the Advisory Committee with the full detail prior to publication.

The Director of Services clarified that the SHLAA would be published following this meeting, however there would be an opportunity to refer back to the published SHLAA and scrutinise individual sites.

Councillor S Sheahan sought clarification on which body was responsible for making decisions on the SHLAA. The Director of Services advised that this decision was delegated to officers as it had been previously.

Councillor M B Wyatt stated that he had also put forward sites for inclusion in the SHLAA and referred to in particular to the site off Waterworks Road that did not appear in this list and the site owned by Leicestershire County Council. He asked if the Council had identified the sites owned by the Council that could potentially be developed.

The Planning Policy and Business Focus Team Manager advised that he was aware of the site referred to by Councillor M B Wyatt, however he was unsure of its status and whether it had been notified to him.

Councillor M B Wyatt clarified that this issue had been discussed at Cabinet and the local community had been consulted. He added that if the land owned by Leicestershire County Council was sold, the site would become landlocked and the opportunity would be lost. He referred to the smaller sites in Greenhill owned by the Housing department and asked if these had been considered.

The Director of Services advised that any sites with the potential to be developed would have been put forward, however this would be checked and reported back to Councillor M B Wyatt.

Councillor J Bridges stated that departments needed to work together and expressed the importance of checking all sites.

Councillor J Legrys felt it could be argued that the SHLAA had already been published by including it in the agenda documents for this meeting. He accepted the legality of the action being taken and the requirement to publish the SHLAA, however he expressed deep concern and felt that trust needed to be built up. He added that Members were not aware of the sites that had already been rejected from this process and he shared the concerns raised by Councillor C Large in respect of the smaller sites being omitted from the document. He expressed the importance of Members being in receipt of the full information available. He expressed concerns regarding building trust with the public and referred to the fact that the details of the SHMA had not yet been published. He felt that it was necessary to clearly explain the process to the members of the public who were present. He referred to the fact that more land had been identified than was required to accommodate the number of houses to be built and added that he would welcome a clear understanding of all the sites put forward before any decisions were made. He also requested clarity on who had been active in making applications to put sites forward. He added that Members would want to see the applications made by landowners and the justification for its inclusion in the SHLAA. He felt this information was necessary if rural areas were to be developed.

Councillor J Bridges stated that this information would be made available if it was reasonable to do so. He emphasised that the Advisory Committee needed to take care not to get tied down in the detail as it was critical to deliver on the Local Plan.

Councillor R D Bayliss referred to the comments made earlier regarding small parcels of land. He reported that the Housing department were currently undertaking a piece of work in respect of affordable housing provision and were reviewing all parcels of land as part of this.

Councillor D De Lacy stated that if the SHLAA had been compiled and insufficient land had been identified to meet the housing requirement, then presumably there would have been a duty to co-operate with neighbouring local authorities. He added that he had listened to the warnings about reducing the number of available sites, however this had

already been done as a third of sites had already been removed. He stated that he did not wish to note the report as Members were being told to accept the list. He added that he did not understand why these sites had been excluded but the green wedge was still included. He stated that if Members did not have a full understanding of the process and method there would always be mistrust. He added that he considered that the green wedge was not achievable and under this criteria it should have been excluded from the SHLAA. He stated that the Labour Group members did not wish to see the SHLAA published.

The Consultant stated that the green wedge was a good example. He clarified that Members should not be excluding sites on a policy basis at this stage as it was not yet known what the policies were. He added that the Local Plan may well include a policy on the green wedge, but until that was known, it could not be excluded on that basis. He referred to the appeal in respect of the green wedge which had succeeded even without a housing land supply. He added that the green wedge may well survive, however he advised that it could not be excluded at this stage.

Councillor D De Lacy sought clarification that all the other sites had not been excluded on a policy basis and felt that this needed to be demonstrated.

Councillor C Large referred to the list of excluded sites available on the Council's website. She felt that publishing the SHLAA would put the Council back in control as everything was being approved at the Planning Committee at present.

Councillor S Sheahan stated that the list of excluded sites on the website related to the previously adopted SHLAA.

The Planning Policy and Business Focus Team Manager confirmed that this was the case. He advised that when the SHLAA was published, a list of the excluded sites and the reasons for exclusion would be included.

Councillor R Woodward was invited to speak to this item. He stated that he had listened to the reasons why officers did not want to take the green wedge out of the SHLAA, however residents and Members had fought long and hard to protect it. He added that the green wedge was unique and it had to come out of the list, as developers had free rein to submit applications while the Core Strategy was withdrawn. He referred to the previous Judicial Review and stated that it would murder Whitwick if the green wedge was included in the SHLAA after everything that had been done to protect the green wedge. He added that developers could not be stopped and urged Members to remove the site from the SHLAA now.

The Director of Services advised that taking a site out of the SHLAA at this point would not guarantee that Members would never have to consider it for development; it would simply exclude the site from considerations in respect of the Local Plan. He added that this would make a very premature decision about the policy constraints. He reiterated that including the green wedge in the SHLAA did not indicate any commitment to develop the site and would make no difference to its status. He emphasised that whether or not the site was included in the SHLAA would be irrelevant when planning applications were considered but it would be very relevant in terms of making robust decisions about the Local Plan. He reiterated that not following the correct process would lead to a risk of the Local Plan being challenged.

Councillor R Woodward asked what guarantee Members would have that the green wedge would not be developed if it remained in the SHLAA.

Councillor J Bridges stated that there was no guarantee, however the risk to the soundness of the Local Plan was guaranteed. He referred to the implications of this in

that there would be no control and the green wedge would certainly be lost. He stated that all Members felt the same about the green wedge and would defend it as rigorously as possible, however the position was weak at present.

Councillor R Johnson was invited to speak to this item. He referred to 3 specific sites which he had requested be removed from the SHLAA, namely C8 which was part of Snibston Discovery Museum, C56 which was currently subject to consultation, the results of which were not yet known, and C52 which was a landfill site and therefore unfit for development.

Councillor J Bridges clarified that landfill sites could potentially be developed. He took on board the comments made.

Councillor J Legrys spoke on behalf of Ravenstone residents in respect of site C30 which was in Ravenstone parish but had been included with the Coalville urban area within Snibston ward. He felt that the list needed to be much clearer in respect of whether it was based on wards or parishes. He also made reference to the issues around defining the limits to development and expressed concern that the villages of Hugglescote, Ravenstone, Ibstock and Heather would eventually join up. He added that residents wanted to retain a genuine village identity and with the planning permissions already granted, the villages were already at their limit.

Councillor J Bridges stated that this would be much clearer on the maps and he would be experiencing the same issue in his ward across the County boundary.

Councillor J Legrys sought clarification once more on whether the list was ward or parish based as the green wedge was located within 3 separate parishes.

The Planning Policy and Business Focus Team Manager clarified that the list was settlement based and was therefore not constrained by administrative boundaries. He advised that he would look into the issues with the Ravenstone site referred to by Councillor Legrys.

Councillor V Richichi asked how pending and future applications that were not currently listed in the SHLAA, and that the Council was not aware of, would affect the document.

Councillor J Bridges advised that all pending and future development sites that the Council was aware of were included in the document. Any future applications that the Council was not currently aware of would be considered on their own merits and would ultimately affect the SHLAA.

Councillor J Legrys referred to the document issued by the LLEP in which the Secretary of State referred to a number of sites in Leicestershire. He expressed deep concerns that the application by the LLEP had pre-empted the actions of the Council in developing the Local Plan.

The Director of Services advised that the Council had already applied a policy in the Ashby – Coalville corridor of increased contributions to infrastructure and the application was simply another contribution that the LLEP was seeking towards the costs of delivering growth that was currently planned for. He emphasised that the future Local Plan was still a decision of the Council and the LLEP was not pre-empting and development that had not already been planned for.

Councillor S Sheahan stated that the Woodville Woodlands site was administratively located in Albert Village and requested that these be grouped together. He took the opportunity to refer to the works that needed to be completed on the roundabout. He stated that he would have to vote against the recommendation due to the quality of the

report and the manner in which it had been presented. He requested that his objections be noted.

It was moved by Councillor R D Bayliss, seconded by Councillor C Large and

RESOLVED THAT:

The Strategic Housing Land Availability Assessment and its future role in preparing the new Local Plan be noted.

14. DATE OF NEXT MEETING AND FUTURE WORK PROGRAMME ITEMS

It was agreed that the next meeting of the Local Plan Advisory Committee take place on 3 June 2014 at 6.30pm.

Councillor T Neilson entered the meeting at 7.15pm during the debate on item 6 – Strategic Housing Land Availability Assessment.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 8.07 pm

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 29 JULY 2014

Report Title	2014/15 QUARTER 1 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 christine.fisher@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@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 1 (Q1) (April - June).
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 four priorities for 2014/15
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 Deputy Chief Executive	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Deputy Monitoring Officer	The report is satisfactory
Consultees	Corporate Leadership Team
Background papers	(1) Council Delivery Plan 2014/15 - http://www.nwleics.gov.uk/pages/council_delivery_plan_2014_15
Recommendations	THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 1 PERFORMANCE REPORT (APRIL – JUNE 2014).

PERFORMANCE SUMMARY FOR QUARTER 1

1 Introduction

This report sets out the performance of the Council's key frontline services, progress against Council Delivery Plan priority actions, performance indicators, finance and sickness absence management.

2 Performance summary of key frontline services

The Council's key frontline services are linked to the Council's four priorities

Front line Service	Value for Money	Business & Jobs	Homes & Communities	Green Footprints Challenge
Leisure	✓		✓	✓
Housing	✓	✓	✓	✓
Revenues and Benefits	✓			
Refuse and Recycling	✓	✓	✓	✓
Development Control	✓	✓	✓	✓
Environmental Health	✓	✓	✓	

The detailed evidence and statistics of the Council's performance for Q1 is included in Appendix 1

2.1 Leisure Centres

Leisure Centre usage figures during Q1 have exceeded target. The events portfolio at Hood Park LC continues to grow with the addition of one-off sporting events, an increased number of Fairs and one-off event bookings such as Dickinson's Real Deal. In addition to this, membership levels continue to grow. There were 221 more members at the end of June 2014 as compared to the end of June 2013 – a total of 2,837 members, 3 off the highest tally ever.

During Q1, consultation has taken place on Leisure Centre opening times which has resulted in proposed revised times being identified. Consultation with affected staff has commenced and the proposals will go out to further consultation with customers and other partners prior to any changes being implemented. Whilst revised opening times will not adversely affect customer service levels, they may effect savings.

A customer satisfaction survey tool has been developed for Grounds Maintenance which will be introduced in Q4 to gain baseline data. The survey will then be undertaken annually in order to ascertain if service performance has improved.

2.2 Housing Services

The number of new affordable homes delivered exceeded the target of 10 by 65, with 75 delivered across the district by the end of Quarter 1. It is important to note that this is due to schemes being brought forward earlier than expected. We do not anticipate this level to be sustained throughout the year.

The level of vacant Council properties continues to be higher than projected, with an associated increase in void rent loss as previously reported. There is an increase of 83% in properties becoming empty in comparison with the same period of last year. The top three reasons that properties become empty have remained the same; tenants passed away, transferring to another council property or moving to residential care. In addition to this, more tenants have moved to other Association's properties due to the increased number of new affordable homes that have become available during Quarter 1. Of the transfers and moves 25% have been where the tenants have been classed as being 'high band' following welfare reform and as a direct result of the under occupancy charge.

Following the award of HCA funding we are returning properties back in to our stock and available for letting that we could not afford to do before due to the amount of work required. Any empty property where Decent Homes work has been identified as being required, will benefit from this work before the property is returned for re-letting. We have also introduced a more robust method of managing the transfer of properties between the various contractors involved in completing works which have both impacted on turnaround times.

The number of vacant properties is now being reduced as a result of additional resources and prioritising the work of the repairs team.

2.3 Revenues & Benefits

All three benefits processing performance indicators were made more challenging for 2014/15 and have still remained green.

Council Tax collection is slightly down on 2013/14 which may be due in part to changes to the Local Council Tax Support Scheme effective from 1 April 2014. The effects of the scheme are being closely monitored and improvements were made to communications and

recovery processes throughout 2013/14 to manage the impact of changing from the national Council Tax Benefit scheme.

The in-year Non-domestic Rates collection is lower than target because there are a small number of high value debtors who are currently in the Council's recovery process and a major rate payer who paid their June instalment in July.

The recently appointed Interim Head of Partnership is in post and is implementing the recommendations of the service review endorsed by the Joint Committee in April this year. A permanent appointment is expected to be made shortly.

2.4 Refuse & Recycling

A number of initiatives have been delivered during the quarter that have helped increase the reliability and efficiency of the refuse and recycling service through the use of technology to optimise route planning and vehicle performance, as well as providing more detailed management data which will help identify further areas for improvement. These initiatives have included the installation of new TomTom trackers on refuse vehicles, better reporting processes for vehicle finish times and introducing improved in cab technology.

Procurement is in progress to support the council's investment plans for recyclable materials sorting technology to increase income by maximising the value of plastics bottles, pots, tubs & trays and steel & aluminium cans

2.5 Development Control

Customer satisfaction rates in planning remain high with 92% of those responding indicating they were satisfied with the service they received. Equally performance in determining major applications is well above target. However, performance in dealing with minor applications, whilst improving from the previous month, remains under target. This under performance is principally due to the fact that a large number of approved schemes now require Section 106 agreements to secure financial contributions to improvements to the River Mease SAC. These agreements are necessary and can unfortunately delay the time before planning permission can be issued for a number of reasons particularly around the collation of the information necessary to process the Sec 106.

The number of planning applications being dealt with remains consistently high compared to this time last year although the Council is experiencing an increase in the number of major planning applications and this is reflected in the fee income for the service which was just over £420,000 at the end of Q1 against an annual budget of £550,000.

2.6 Environmental Health

The Environmental Health team worked with event organisers and other council teams to ensure the Download Festival was delivered safely, and without causing a nuisance to residents nearby. Initial analysis of the data shows that this year's event has been extremely successful with no noise complaints received and a significant reduction in crime compared with 2013. The team also attended the first multi agency event planning meeting for the Strawberry Fields Festival, further work and support will be provided in July ahead of the festival taking place in August.

The team has been working with the Leicester, Leicestershire & Rutland Regulatory Services Partnership and Better Business for All work programme to ensure regulatory resource is targeted more effectively at higher risk activities and businesses. We have implemented a revised food safety intervention policy. This has resulted in a reduction in the number of full food hygiene inspections being undertaken at food businesses rated as risk category D. These lower risk businesses will receive either a shorter focussed

inspection or a sampling visit, thereby freeing up resource to target higher risk and non compliant businesses.

3 Council Delivery Plan

Appendix 2 sets out a high level exception report for the remainder of the Council Delivery Plan and further information on key front line services. This provides commentary against actions and performance indicators that were not on target during Q1.

3.1 Business & Jobs Priority

Work to improve the physical appearance of Coalville Market commenced during the quarter. This work will assist in making the market exterior more attractive to traders and customers which it is hoped will lead to greater use of the market.

To do this, promotion took place during the Quarter which included articles in the Coalville Times and regular use of social media. Plans for Q2 include a walk round Coalville by Cllr Blunt and BBC Radio Leicester which will include Coalville Market (scheduled for 16 July 2014).

3.2 Progress against remaining CDP priorities.

Over £423,000 savings have been realised to date as part of the Planning For the Future Programme and a further £44,000 are planned in addition to any further savings which may be realised through six service reviews due to be completed by the end of 2014/15.

The new council website had a soft launch in May in order to identify any problems before its full launch. A number of minor issues were identified and rectified before full launch on 27 June 2014. Promotion of the new website has been via postcards in public areas of the Council Offices as well as a number of community events including Picnic in the Park.

To empower community groups to develop a series of projects that make a difference to residents' quality of life and the environment, a Small Grants Programme has been developed.

4 Financial management update

At the time of producing this report, the finance data was still being analysed. A separate cover note will be provided at the Q1 Cabinet meeting covering this update

5 Sickness absence management update




The corporate target for 2014/15 is 7.4 days per full-time equivalent employee. This equates to 1.85 days per quarter. The actual outturn for Quarter 1 is 2.07 days, so this means the target has been missed by 0.22 days. Further analysis has shown that this short-term spike is attributable to an increase in the percentage of long term absences during the quarter. A number of those cases have now been concluded following appropriate interventions and HR support.

6 Supporting evidence and statistics - Appendix 1

Appendix 1 sets out the following items:

- Progress against Council key front line services
- Progress against Business & Jobs priority
- Progress against remaining priorities
- 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 – LEISURE CENTRES

Progress against milestones			Progress against Performance Indicators		
2	😊	Green	1	😊	Amber
0	☹️	Red	1	😊	Green
0	☹️	Red			

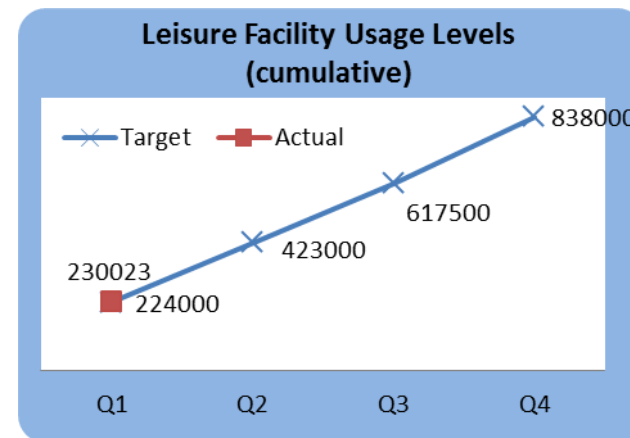
Budgeted Cost to provide service	Not available	Total FTE's	92.06	Complaints received	15
Forecasted cost to provide service	Not available	Total days lost to sickness	101.4	Compliments received	6

- The website has been re-designed and a 'soft launch' was introduced by the Councils Communications team in May 2014 with a view to securing feedback aimed at improving customer experience. As part of this, a number of Leisure Centre customers have been actively engaged to test the design and provide additional feedback with a view to further changes being made which will enhance the customer experience further.

- To monitor customer satisfaction for Grounds Maintenance, a customer satisfaction survey tool has been developed which will be introduced in Q4 to gain baseline data. The survey will then be undertaken annually in order to ascertain if service performance has improved for this service area.

- Customer consultation on leisure centre opening times has been undertaken and proposed revised opening times have been identified. Consultation with affected staff has commenced. Once all affected staff have been consulted the proposals will go out to consultation with customers and other partners prior to the changes being implemented. It is anticipated that all consultation will be completed during Q2 with the changes being implemented in Q3.

- Target for the leisure facility usage levels exceeded for the quarter.



Performance Indicators	Q1 Target	Q1 Actual	Status
Leisure Centre Membership income	£224,500	N/A	N/A
Leisure Facility Usage Levels (cumulative)	224,000	230,023	😊

2 PERFORMANCE DASHBOARD – HOUSING

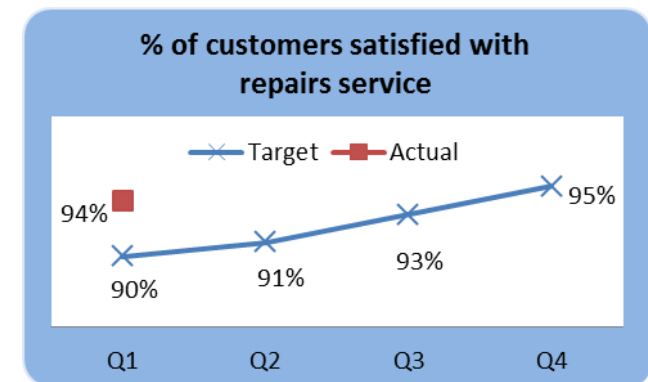
Progress against milestones			Progress against Performance Indicators		
4 😊 Green	2 😐 Amber	0 😞 Red	4 😊 Green	3 😞 Red	








Budgeted Cost to provide service	Not available	Total FTE's	100.09	Complaints received	42
Forecasted cost to provide service	Not available	Total days lost to sickness	293.50	Compliments received	11

- Regular Core Group meeting held with both DHIP Service Providers to ensure that the Council is on track to improve the condition of its housing stock through the Decent Homes Improvement Programme

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- Tenant satisfaction has remained high for this quarter with all satisfaction targets being met. 97% of tenants satisfied with the Decent Homes Works; 94% satisfied with the responsive repairs service and 90% satisfied with the allocations and letting process.

- Key housing management targets for the level of rent arrears and the average length of time a property is vacant were both above target in Quarter 1. The rent arrears target did not meet the challenging target 0.14% or £15,354 and whilst support is available for those who are in financial hardship, we have experienced greater leniency by the Court Service when taking enforcement action against those who choose not to pay. The increased number of properties being let during Quarter 1, and the overall number of days the property is empty, (which includes all highlighted Decent Homes work but excludes major works periods), are included in the calculation resulting in the average re-let times being above target. To reduce this and the delays resulting from implementing more effective management of the transfer of properties between the various contractors, temporary resources have been appointed which will be reflected in future performance, particularly in Quarters 3 and 4.



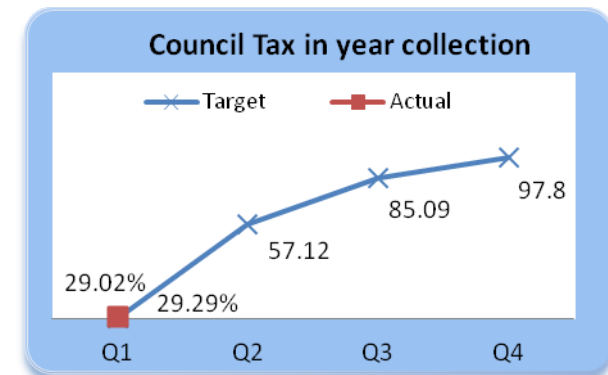
Performance Indicators	Q1 Target	Q1 Actual	Status
% rent arrears of current tenants	2.04%	2.18%	
Total arrears for current tenants £	£349,901	£365,255	
% tenants satisfied with the allocation and lettings process	86%	90%	
Average re-let times (days)	37 days	62 days	
Percentage of customers satisfied with adaptations	95.5%	N/A	N/A
Percentage of customers satisfied with responsive repairs	90%	94%	
Percentage of customers satisfied with DHIP programme	97%	97%	
Percentage of Homeguide users who find the service easy to use	Reported annually	Reported annually	NA
Number of affordable homes delivered (Quarterly – Cumulative target 110)	10	75	

2 PERFORMANCE DASHBOARD – REVENUES & BENEFITS

Progress against milestones			Progress against Performance Indicators		
3 😊 Green	0 😐 Amber	0 ☹ Red	4 😊 Green	2 ☹ Red	

Budgeted Cost to provide service	Not available	Total FTE's	27.89	Complaints received	5
Forecasted cost to provide service	Not available	Total days lost to sickness	99.98	Compliments received	3

- All three benefits processing performance indicators were made more challenging for 2014/15 and have still remained “green”.
- The introduction of Universal Credit is being run as a corporate project (including resource implications and timescales) by the Welfare CAT group. A sub group has been formed that includes staff members and a representative from the Department of Works & pensions that will look specifically at the requirements of the Local Support Services Framework. The roll out of Universal Credit is not expected until 2016/17 at the earliest.
- Council Tax collection is slightly down on 2013/14 and may be due in part to changes to the Local Council Tax Support Scheme effective from 1 April 2014. The effects of the scheme are being closely monitored and improvements were made to communications and recovery processes throughout 2013/14 to manage the impact of changing from the national Council Tax Benefit scheme.
- The in-year Non-domestic Rates collection is lower than target because there are a small number of high value debtors who are currently in the Council’s recovery process and a major rate payer who paid their June instalment in July.



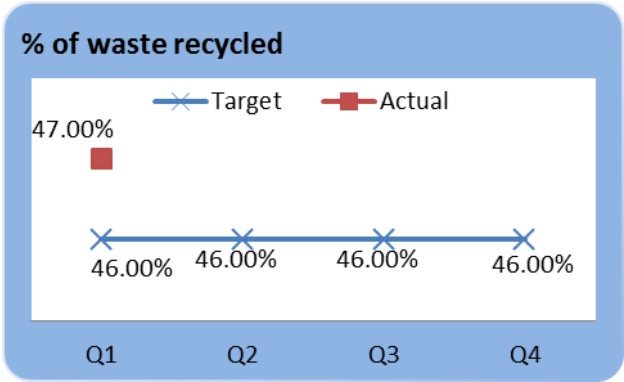
Performance Indicators	Q1 Target	Q1 Actual	Status
Benefits Right Time Performance Indicator	11 days	10.33 days	😊
Benefits New Claims	19 days	17.12 days	😊
Benefits Change Events	9 days	9 days	😊
Council Tax in year collection rate	29.29%	29.02%	☹
Non-domestic rates in year collection rate	31.64%	30.90%	☹
HB overpayments recovered	12%	14.11%	😊

2 PERFORMANCE DASHBOARD – REFUSE & RECYCLING

Progress against milestones			Progress against Performance Indicators		
3	😊	Green	0	😐	Amber
0	😞	Red	2	😊	Green
1	😞	Red			

Budgeted Cost to provide service	Not available	Total FTE's	74.31	Complaints received	1
Forecasted cost to provide service	Not available	Total days lost to sickness	290.50	Compliments received	8

- To fully implement waste management software that will increase the reliability and efficiency of the refuse and recycling collections service, the refuse and recycling team carried out the following work.
 - Installed new TOMTOM trackers on all waste vehicles and implemented new and improved reporting processes for vehicle finish times.
 - Tablet devices are being secured by IT and are being trialled/developed by back office team along with the All On Mobile App.
 - Carried out user testing phase on back office systems/processes with issues raised and addressed.
 - Further to work already undertaken on mobile working, a safe systems of work has commenced.
 - Refuse Supervisor office secured and lockable units procured for secure storage of in cab devices



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Performance Indicators	Q1 Target	Q1 Actual	Status
Income from sale of recyclables (cumulative)	£348,000	£332,000	😞
% of waste recycled	46%	47%	😊
Kgs of waste sent to landfill	518	517	😊

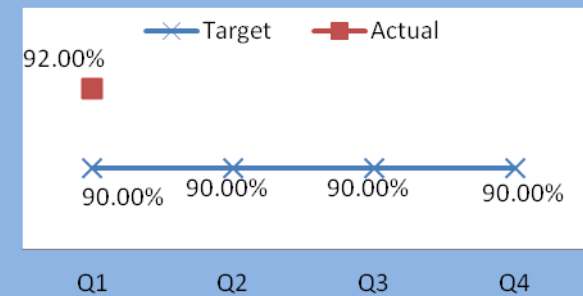
2 PERFORMANCE DASHBOARD - DEVELOPMENT CONTROL

Progress against milestones			Progress against Performance Indicators		
0 😊 Green	2 😐 Amber	0 😞 Red	3 😊 Green	1 😞 Red	

Budgeted Cost to provide service	Not available	Total FTE's	11.70	Complaints received	2
Forecasted cost to provide service	Not available	Total days lost to sickness	0	Compliments received	0

- The % of customers very satisfied or satisfied with the Planning Service exceeded target and is consistent with the performance achieved for the same period of 2013/14.
- The % of major planning applications processed within period agreed with applicant has also exceeded target and when compared to the same period of 2013/14, performance has improved by 3%.
- Minor applications – performance improved in June but remains below target in light of the number of applications that require the completion of section 106 agreements to secure financial contributions required by the River Mease SAC Developer Contributions Strategy

Satisfaction with the Planning Service



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Performance Indicators	Q1 Target	Q1 Actual	Status
Percentage of customers very satisfied or satisfied with the Planning Service	90%	92.20%	😊
Percentage of major planning applications processed within period agreed with applicant	85%	90.90%	😊
Percentage of planning applications determined within 8 weeks for minor applications (see appendix 2)	65%	62.74%	😞
Percentage of planning applications determined within 8 weeks for other applications	80%	80.26%	😊
Satisfaction with service based on agents and town and parish councils (Establish baseline)	NA	NA	NA

2 PERFORMANCE DASHBOARD - ENVIRONMENTAL HEALTH


Progress against milestones			Progress against Performance Indicators		
6  Green	0  Amber	0  Red	0  Green	0  Red	

Budgeted Cost to provide service	Not available	Total FTE's	14.9	Complaints received	1
Forecasted cost to provide service	Not available	Total days lost to sickness	1.5	Compliments received	4

- A review of our food safety intervention policy has been carried out. All food establishments are rated according to risk and are given a rating from A to E with A being the highest risk. Category E establishments (lowest risk) will receive a telephone survey to assess standards of compliance. Category D establishments will receive a partial inspection or a sampling visit. No full inspections will be undertaken. These 2 changes will create resource to allow for additional visits to be carried out at non compliant businesses (those rated as 0, 1 or 2 using the national food hygiene rating scheme).
- Download Festival - Staff from various services attended the event to support the event organiser and residents. Details on how to make a complaint was communicated to residents using a public notice, press release and the councils web site. Details were also sent to the Parish Council and District Ward Members for Castle Donington. Strawberry Fields Festival - Officers attended the first multi agency event planning meeting and further work and support will be given during July ahead of the event in August. Early analysis of the data shows that this years Download festival has been extremely successful for nearby residents and those attending the event. Crime levels were significantly down compared with the 2013 event, no noise complaints were received. Public safety was effectively managed.
- A programme of interventions at food establishments has been devised in accordance with the food law code of practice. The programme of interventions has been approved by Cabinet.
- A 'pop up' advertising the national food hygiene rating scheme has been designed and produced. This will be used to publicise the ratings scheme at future well families clinics. The importance of food hygiene was publicised during national food safety week in June. A press release publicising the rating scheme has been prepared and will be released in July.

No applicable performance indicators for Q1 (reported annually)

3 COUNCIL DELIVERY PLAN - BUSINESS & JOBS PRIORITY





Progress against milestones			Progress against Performance Indicators											
3		Green	0		Amber	0		Red	0		Green	0		Red

- To make Coalville Market more attractive to traders and customers, external improvement works have commenced which will help implement a strategy for promoting and advertising of Coalville Market and will lead to greater use of the market.
- Initial promotion and marketing of Coalville Market has resulted in the following activities being carried out:
 - 3 articles placed in the Coalville Times including 2 front pages
 - Regular tweets
 - Regular facebook updates.
 - Commencement of works photoshoot undertaken.
 - A number of events have been co-ordinated including craft fair, trader taster weekends and Summer solstice,

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No applicable performance indicators for Q1 (reported annually)

4 PROGRESS AGAINST REMAINING CDP PRIORITIES

Progress against milestones			Progress against Performance Indicators		
4  Green	2  Amber	0  Red	0  Green	0  Red	

- Savings of £422,800 have been realised to date as part of the Planning For the Future Programme. A further £44,000 savings are on track for delivery in 2014/15. Additional savings may be realised through the remaining six service reviews which are all scheduled to be completed by the end of 2014/15.
- The new website had a soft launch in May in order to identify any problems before its full launch. Minor issues were identified and rectified before the full launch on 27 June 2014.
- Promotion of the new website has been via postcards in public areas of the Council Offices and is planned for a number of community events including Picnic in the Park.
- To date, 40 self service options have been developed for the Council's website. 18 of these are already live and the remaining 22 will go live once final testing is complete. Customers are now able to report a number of environmental issues online such as fly tipping, dog fouling and graffiti.
- Web usage data is currently being monitored and is being used to help prioritise the ongoing addition of services and will be reported in Q2.

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No Performance Indicators Applicable for this priority

5 FINANCE UPDATE

This section sets out the projected financial position of the Council for the year ending 31 March 2015. The Council set its Revenue Budget at £10.546m on 25 February 2014.

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).			

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).			

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

Capital Expenditure	General Fund £ 000	Special Expenses £ 000	HRA £ 000
Approved Budget for the Year			
C/F from 2013/14			
Approved projects in year			
Slippage Identified in Year			
Total Budget for 2014/15			
Likely outturn for 2014/15 (provisional)			

Comments relating to each of the below will be provided at the Cabinet meeting on the 29 July 2014.

Comments on General Fund Variances

Comments on Special Expenses Variances

Comments on HRA Variances

Comments on Capital Budget

General Fund

Housing Revenue Account




6 MANAGEMENT OF ABSENCE

Quarter 1	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 - Long 4.32 - Short	299.92 - Long 125.15 - Short	47.42 - Long 79.31 - Short	91.00 - Long 200.50 - Short	68.15 - Long 26.50 - Short	0 - Long 22.60 - Short	606.23 - Long 358.64 - Short
Total days lost in qtr	4.32	425.07	126.73	291.50	94.65	22.60	964.87
Number of FTE's	16.02	204.66	60.34	100.09	58.13	26.05	465.29
Average Cumulative no of days lost per FTE	0.27 days	2.08 days	2.10 days	2.91 days	1.63 days	0.87 days	2.07 days

Appendix 2


**COUNCIL DELIVERY PLAN & KEY FRONT LINE SERVICES – ACTIONS AND PERFORMANCE INDICATORS
BY EXCEPTION ONLY FOR QUARTER 1 CABINET PERFORMANCE REPORT**

Key

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


COUNCIL DELIVERY PLAN & KEY FRONT LINE SERVICES – ACTIONS

Leisure Services Actions


Action	Responsible Officer	Action milestones for 2014/15		
		Q1 Milestone	Q1 Progress	Status
Run a programme of efficiency savings in the leisure centres	Head of Community Services	Undertake customer consultation on leisure centre opening times and implement agreed changes	Proposed revised opening times have been identified and consultation with affected staff has commenced. Once all affected staff have been consulted the proposals will go out to consultation with customers and other partners prior to the changes being implemented. It is anticipated that all consultation will be completed during Q2 with the changes being implemented in Q3.	

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Housing Services Actions


Action	Responsible Officer	Action milestones for 2014/15		
		Q1 Milestone	Q1 Progress	Status
Determine the long term future of sheltered housing schemes with low occupancy/demand	Head of Housing	Set up Task & Finish Group for each scheme.	There is now only one scheme with low occupancy and the next steps are being considered by Services DMT on 14 August 2014.	

Housing Services Actions


Action	Responsible Officer	Action milestones for 2014/15		
		Q1 Milestone	Q1 Progress	Status
Provide effective contract management for all responsive, planned and cyclical contracts (not DHIP or IRT)		Hold Quarterly Service Review (QSR) meetings with all contractors Monthly (MSR) with SOR support contractor	Monthly meetings have been held with Laker Building Maintenance Services (Support Contractor for the Council) Quarterly meetings have been held with all but two of the Cyclic contractors which have been re-arranged for July to accommodate annual leave	

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Development Control Actions

Action	Responsible Officer	Action milestones for 2014/15		
		Q1 Milestone	Q1 Progress	Status
Review and refresh the Agents Forum, which will help improve the working relationship with agents		Planning and Building Control Agents Forum Scheduled for May 2014	Due to resource issues, an agents Forum was not held in this quarter. It is anticipated that a Forum will be arranged for September.	




Development Control Actions

Action	Responsible Officer	Action milestones for 2014/15		
		Q1 Milestone	Q1 Progress	Status
Engage with and deliver planning related training to the Parish and Town Councils	Head of Regeneration & Planning	Contact clerks to discuss engagement with them on planning applications and to assess required planning training needs for Parish and Town Councils	Due to resource issues, no contact with clerks has been made to discuss engagement with them on planning applications and to assess required planning training needs for Parish and Town Councils. It is anticipated that training will be arranged for Quarters 2 and 3. Parish Council are though currently trialling e-consultation with the Planning and Development Team	



Other CDP Actions

Action	Responsible Officer	Action milestones for 2014/15		
		Q1 Milestone	Q1 Progress	Status
To deliver a change programme which improves our Customer Experience	Head of Legal & Support Services	SMS Messaging launched to enable customers to receive text messages from the Council about their queries	Focus within the Web and Self Service Strand has been on the development and launch of the new Council website. This focus has required all available resource. Therefore, the WSS Strand will develop SMS messaging technology during quarter 2.	
		Develop and implement improvements to self-service kiosks in our reception area	Delays by the software provider responsible for developing the online self service web forms meant that the new website (the platform that will enable self service) was delayed. The ICE Projects' Web and Self Service strand are responsible for delivering this action and recent highlight reports suggest that this will be revisited in July 2014 and self service kiosks will be implemented by end of Quarter 2.	

COUNCIL DELIVERY PLAN & KEY FRONT LINE SERVICES – PERFORMANCE INDICATORS


Performance Indicators – Housing				
Performance Indicators	Q1 Target	Q1 Actual	Status	Commentary
% rent arrears of current tenants	2.04%	2.18%		Performance has improved by 0.02% when compared with Q1 2013/14 although the current performance does not meet the challenging target by 0.14% or £15,354 in financial terms. Rent collection of the £16,760,770.00 gross debit remains high and based on the supervision checks undertaken, it is anticipated performance will be on track in Q2.
Total arrears for current tenants £	£349,901	£365,255		Performance has improved when compared with Q1 2013/14 although the current performance does not meet the challenging target by £15,354
Average re-let times (days)	37 days	62 days		There are currently 137 properties empty which are empty and available for letting which is an 83% increase compared with Q1, 2013/14. The top three reasons properties become empty have remained the same although the volumes have increased, these are 1. Tenant passed away (22%), 2. Tenants transferring to another council property (19%) 3. Tenant moving to residential care (13%). In addition to this, more tenants (8%) have moved to Housing Association properties due to the increased number of new affordable homes being available to let during quarter one. Properties included in the Decent Homes Programme also benefit from having the works completed whilst empty which has increased the overall period of times properties remain empty. Additional operatives have been appointed for a temporary period to help improve re-let performance.

Performance Indicators – Revenues & Benefits


Performance Indicators	Q1 Target	Q1 Actual	Status	Commentary
Council Tax in year collection rate	29.29%	29.02%		The Local Council Tax Support Scheme was revised from 1 April 2014 increasing the cap from 8.5% to 15%. This change, and other technical changes to discounts, has led to additional debit being levied. This is mainly affecting those who are struggling financially. We continue to employ a robust recovery strategy, whilst taking into account the circumstances of charge payers.
Non-domestic rates in year collection rate	31.64%	30.90%		NNDR collection has been adversely affected by a small number of high value rate accounts in arrears. These ratepayers have either paid late, are paying in line with a special arrangement or they have chosen to exercise their new right to change from 10 to 12 monthly instalments. We follow a robust recovery strategy and pursue all ratepayers who do not pay by their instalment due dates.

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Performance Indicators – Refuse & Recycling

Performance Indicators	Q1 Target	Q1 Actual	Status	Commentary
Income from sale of recyclables (cumulative)	£348,000	£332,000		Target not achieved and is due to lower than expected compost tonnage during Quarter 1.

Performance Indicators – Development Control

Performance Indicators	Q1 Target	Q1 Actual	Status	Commentary
% of minor planning applications processed within 8 weeks (assessed against national target)	65%	55.32%		Performance for the quarter remains below target partly in light of the number of applications that require the completion of Section 106 agreements to secure financial contributions required by the River Mease SAC Developer Contribution Strategy.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 29 JULY 2014

Title of report	SUPPORTING CYCLING IN ASHBY
Key Decision	a) Financial No b) Community No
Contacts	Councillor Alison Smith MBE 01530 835668 alison.smith@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk Head of Community Services 01530 454832 john.richardson@nwleicestershire.gov.uk
Purpose of report	To seek approval from members to invest £40,000 in cycling infrastructure in Ashby de la Zouch.
Reason for Decision	To enable residents in Ashby de la Zouch and North West Leicestershire to take advantage of improved access to Hick's Lodge Cycle Centre
Council Priorities	Value for Money Green Footprints Challenge Homes and Communities
Implications:	
Financial/Staff	The 2013/14 provisional outturn report requests Cabinet to approve £40,000 for this project funded from the 2013/14 revenue budget under spending. Leicestershire County Council is leading on the main project, with support from the Authority's Cultural Services and Community Focus Teams. Leicestershire County Council is the main funding partner of the proposal.
Link to relevant CAT	Green Footprints CAT.
Risk Management	Leicestershire County Council has allocated resources to enable delivery of this project and will lead all of the operational aspects.

Equalities Impact Assessment	Public Sector Equalities Duty assessment responsibility lies with Leicestershire County Council.
Human Rights	No implications.
Transformational Government	Not applicable.
Comments of Head of Paid Service	Report is satisfactory
Comments of Section 151 Officer	Report is satisfactory
Comments of Deputy Monitoring Officer	Report is satisfactory
Consultees	The draft Ashby cycling strategy has been developed in partnership with Leicestershire County Council, North West Leicestershire District Council and the Heart of the Forest Forum 'Access and Connectivity sub-group', which is drawn from local cycle and access groups.
Background papers	None
Recommendations	IT IS RECOMMENDED THAT MEMBERS APPROVE £40,000 IN CYCLING INFRASTRUCTURE IN ASHBY DE LA ZOUCH AS PART OF THE 2013/14 PROVISIONAL OUTTURN REPORT

1.0 CONTEXT

- 1.1 The Authority has worked with Leicestershire County Council in consultation with local cycling groups to produce a draft cycling strategy for Ashby as illustrated in Appendix One. This has identified proposed key routes through the town, linking strategic sites such as schools, businesses and recreational sites.
- 1.2 Currently no official cycle route exists between Ashby de la Zouch and Hick's Lodge Cycle Centre. Leicestershire County Council has identified this as a high priority level 1 route within the draft cycling strategy for Ashby that would link Ridgway Road in the town to Hick's Lodge cycle centre. This is indicated as route 20 on the map at Appendix One
- 1.3 Leicestershire County Council's proposal for route 20 is to create a new shared-use footpath/cycle track through parkland and wood which would connect the town to the Cycle Centre.

- 1.4 The parkland and woods through which route 20 would run are privately owned. Leicestershire County Council will require agreement from the landowners before this could proceed.
- 1.5 Leicestershire County Council has requested that the Authority make a contribution towards the costs of introducing route 20.

2.0 FINANCIAL








- 2.1 It is estimated that route 20 will cost between £50,000 to £200,000.
- 2.2 Leicestershire County Council has requested funding from the Authority for investment in cycle infrastructure within Ashby de la Zouch during the 2014/15 financial year.
- 2.3 It is recommended that the Authority contribute £40,000 from 2013/14 revenue underspending to enable delivery of the route 20 project.

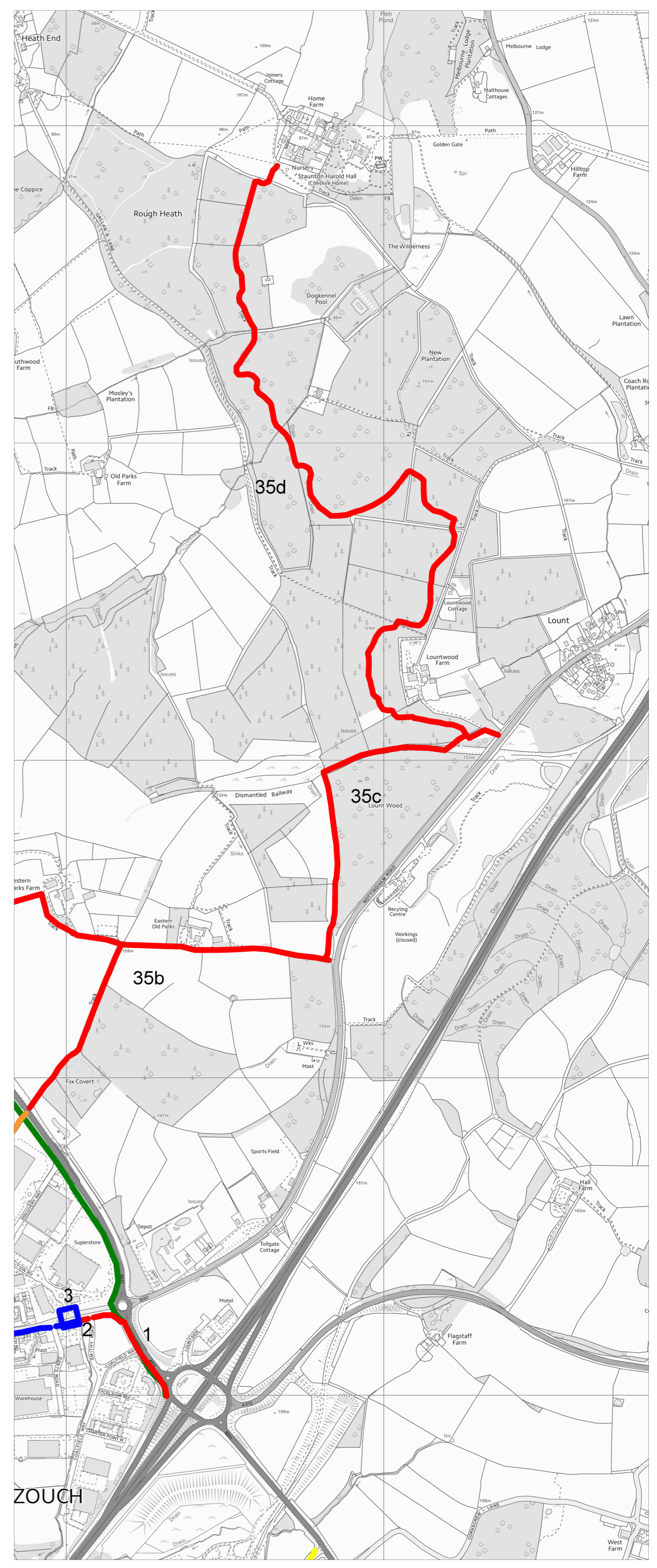
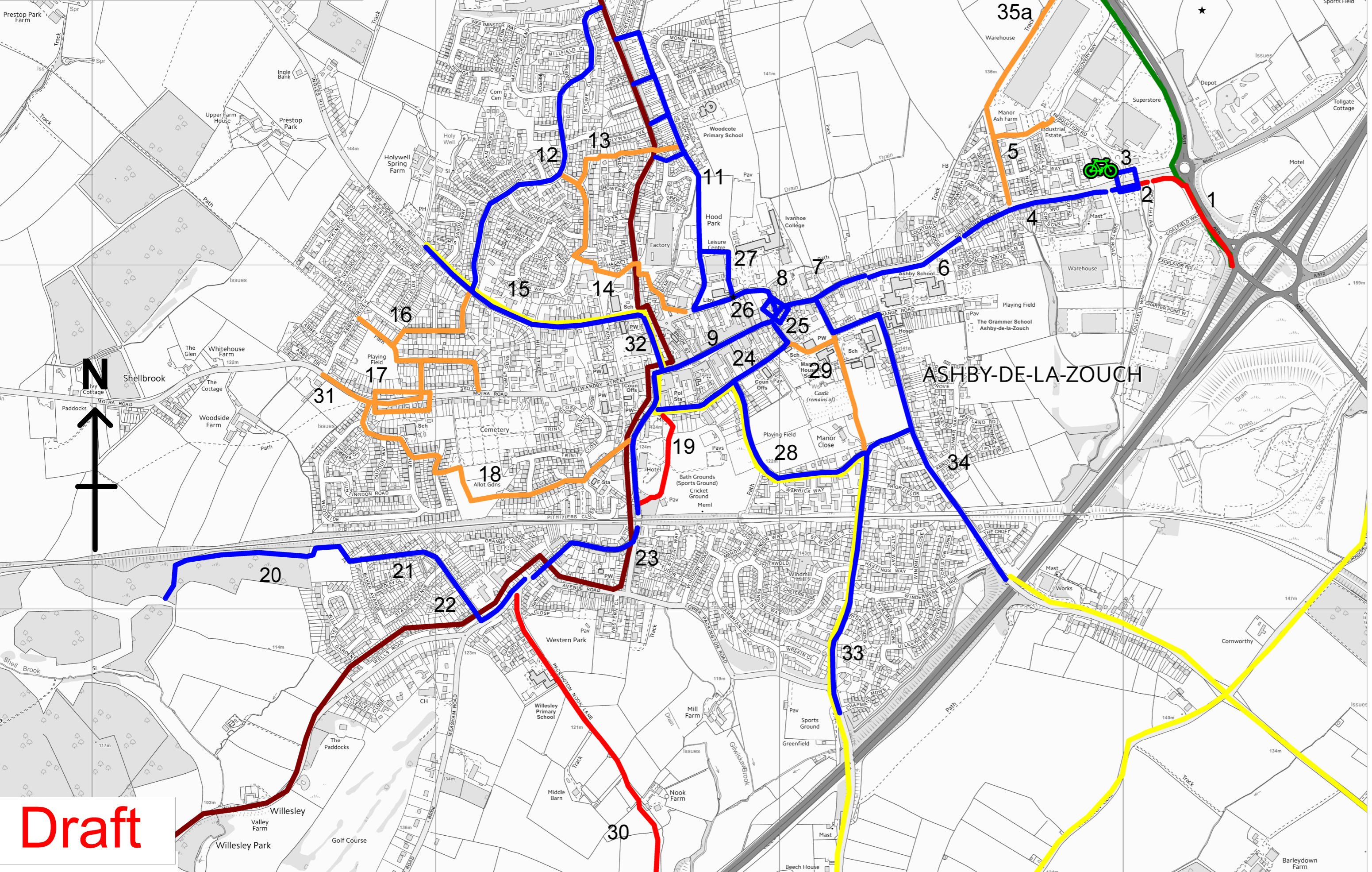
3.0 BENEFITS

- 3.1 The benefits for the Authority will be recognition and publicity as a partner, which will include attendance at an opening event, further boosting our Green Footprints achievements.
- 3.2 The community benefits will be:
 - Improved access and connectivity within the community
 - Increased sustainable transport opportunities
 - Additional health and fitness opportunities
 - Economic benefits through tourism for Ashby town centre and Hicks Lodge Cycle centre

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Key

-  Proposed Route: Priority 1
-  Proposed Route: Priority 2
-  Proposed Route: Priority 3
-  Existing Leisure Routes
-  Existing off-road cycle tracks
-  Existing Recommended Route
-  Existing Toucan Crossing



Draft



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Ashby Cycling Strategy

Last updated 04.06.14 following consultation feedback from NWLDC

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Ashby Area – Potential Cycle Links

Number on Plan	Location	Suggested Measure(s)	Estimated Cost	Notes	Priority
Priority: 1 = High, 2 = Medium, 3 = Low		Estimated Cost: A = over £200,000 B = £50,000 to £200,000 C = under £50,000			
1	A511, From A42 Island to Nottingham Road	Upgrade existing cycle track.	B	HA have plans for A511/ A42 roundabout.	3
2	Nottingham Road, from A511 roundabout to junction with Resolution Road	Create shared use footway/ cycle track by widening existing footway into verge.	B	Pinch point at culvert opposite Tesco.	3
3	Nottingham Road, signal junction with Resolution Road	Provide Toucan crossing.	C		1
4	Nottingham Road, Resolution Road to Sycamore Drive	Create shared use footway/ cycle track by widening existing footway into verge.	B		1
5	Featherbed Lane and link to Resolution Road utilising Public Footpath O89	Provide signing. Change of use required so Footpath can be used by cyclists.	C		2
6	Nottingham Road, frontage of Ashby School	Create shared use footway/ cycle track by widening existing footway into verge.	B	Need to acquire land.	1
7	Wood Street, from Ashby School to Market Street	Provide virtual cycle lanes on carriageway.	C		1
8	Market Street/Wood Street/North Street junction	Create shared use footway/ cycle tracks by widening into carriageway and provide new crossing – possibly a Toucan.	B	Difficult for cyclists to turn right out of junction. Potential to be included within a town centre 20mph zone???	1

Number on Plan	Location	Suggested Measure(s)	Estimated Cost	Notes	Priority
Priority: 1 = High, 2 = Medium, 3 = Low		Estimated Cost: A = over £200,000 B = £50,000 to £200,000 C = under £50,000			
9	Market Street	Provide virtual/ advisory cycle lanes on carriageway.	C	Existing on street parking. Potential road for inclusion within a town centre 20mph zone???	1
10	Smisby Road, between Ivanhoe business park and existing virtual cycle lanes & traffic calming	Create shared use footway/ cycle track by widening existing footway into verge. Extend traffic calming to end of new 30mph limit.	B	Development on-going.	2
11	Public Footpath O80, Northfields to North Street via Hood Park; also utilises Public Footpaths O84 and O85	Provide signing and some surfacing works to create a shared use footway/ cycle track through Hood Park. Change of use required so Footpaths can be used by cyclists.	C	Development has provided much of the infrastructure.	1
12	Marlborough Way	Provide signing.	C	Existing 20mph zone with traffic calming linking Smisby Road and Burton Road.	1

Number on Plan	Location	Suggested Measure(s)	Estimated Cost	Notes	Priority
Priority: 1 = High, 2 = Medium, 3 = Low		Estimated Cost: A = over £200,000 B = £50,000 to £200,000 C = under £50,000			
13	Rotherwood Drive link, between Marlborough Way, Smisby Road and link 11; utilises Public Footpath O83	Signing, and widening to upgrade existing pedestrian link required between Sherbourne Drive and Rotherwood Drive. Change of use required so Footpath can be used by cyclists.	C	Might be difficult to widen past private drive and legality of using Park Road which is a private road.	2
14	Rouen Way to Mill Bank link via Smisby Road; utilises Public Footpath O76a	Create shared use footway/ cycle track by widening existing footway into verge. Difficult to gain more width past brook, but may be scope to cantilever out. Change of use required so Footpath can be used by cyclists.	A	Would need to negotiate land off school to widen to shared use as existing path is narrow.	2
15	Burton Road	Provide virtual/ advisory cycle lanes on carriageway with possible speed reducing measures.	B	Burton Road is narrow between Hill Street and Derby Road.	1
16	Churchill Close to Moira Road link; utilises Public Footpath P005	Change of use required so Footpath can be used by cyclists.	B	30m length of substandard width, approx. 2m. Need to acquire land.	2

Number on Plan	Location	Suggested Measure(s)	Estimated Cost	Notes	Priority
Priority: 1 = High, 2 = Medium, 3 = Low		Estimated Cost: A = over £200,000 B = £50,000 to £200,000 C = under £50,000			
17	Moira Road link	Create shared use footway/ cycle track by widening existing footway into verge and upgrade existing Zebra to a Toucan.	B	Existing traffic calming either side of Toucan.	2
18	Beaumont Avenue to Wilfred Place via allotments	Existing permissive path. Upgrade surface and widen into existing verge.	B	Permissive path through allotment is signed as such and that it will not be dedicated.	2
19	Bath Grounds, from South Street to Station Road	Create shared use footway/ cycle track by widening existing footway and creating new footway in verge.	B	Privately owned, leased by District Council. Agreement from all parties required.	3
20	Hicks Lodge to Ridgway Road	Create new shared use footpath/ cycle track through park and woods.	B	Privately owned. Agreement from all parties required.	1
21	Ridgway Road	Provide virtual cycle markings on carriageway.	C		1
22	Tamworth Road – between Ridgway Road and Grange Close	Create shared use footway/ cycle track by widening into existing verge and upgrade Zebra to Toucan.	B		1

Number on Plan	Location	Suggested Measure(s)	Estimated Cost	Notes	Priority
Priority: 1 = High, 2 = Medium, 3 = Low		Estimated Cost: A = over £200,000 B = £50,000 to £200,000 C = under £50,000			
23	Tamworth Road/ Station Road/ Bath Street	Provide virtual/ advisory cycle lanes on carriageway with possible speed reducing measures. Possibly provide junction table at existing mini roundabout.	B	Potential road for inclusion within a town centre 20mph zone (part)???	1
24	South Street	Provide virtual cycle lanes on carriageway. Possibly junction table to help cyclists cross from Link 19 to 23.	C	Potential road for inclusion within a town centre 20mph zone???	1
25	Lower Church Street	Provide virtual cycle lanes and on carriageway contra flow cycle lane on one way section.	C	One-way on Lower Church Street. Potential road for inclusion within a town centre 20mph zone???	1
26	North Street between Market Street and Leisure Centre pedestrian access	Create shared use footway/ cycle track by widening into carriageway and verge. Provide speed tables as crossing points.	A	Verge not highway but land registered to LCC. Potential road for inclusion within a town centre 20mph zone???	1

Number on Plan	Location	Suggested Measure(s)	Estimated Cost	Notes	Priority
Priority: 1 = High, 2 = Medium, 3 = Low					
Estimated Cost: A = over £200,000 B = £50,000 to £200,000 C = under £50,000					
27	Leisure Centre link from North Street to Hood Park	Create shared footway/cycle track link by widening existing pedestrian link. Change of use required so can be used by pedestrians and cyclists.	A	Existing path to Leisure Centre not Highway. Proposals would require agreement from Town Council/ District Council.	1
28	Prior Park Road, between South Street and Upper Packington Road; utilises Public Footpath O95	Provide virtual cycle markings on carriageway. Change of use required so can be used by pedestrians and cyclists.	C	Stopped up road, street lit but not highway.	1
29	Moat Walk, between Range Road and Upper Packington Road; utilises Public Footpath O94	Create shared use footway/ cycle track by widening into existing verge. Change of use required so Footpath can be used by pedestrians and cyclists.	C	Substandard section, pinch point at archway. Likely to be listed.	2
30	Packington Nook Lane	Provide virtual cycle lanes on carriageway from end of shared use footway/ cycle track at Burton Road junction to school. Surfacing works (see Notes).	A	Negotiation needed with land owner – to surface bridleway between the A42 bridge and Nook Farm access.	3
31	Moirra Road, Abbey Drive to Beaumont Avenue	Provide cycle/ virtual cycle lanes on carriageway.	C		2

Number on Plan	Location	Suggested Measure(s)	Estimated Cost	Notes	Priority
Priority: 1 = High, 2 = Medium, 3 = Low		Estimated Cost: A = over £200,000 B = £50,000 to £200,000 C = under £50,000			
32	Derby Road	Provide virtual cycle lanes.	C	Potential road for inclusion within a town centre 20mph zone???	1
33	Upper Packington Road – from junction with Leicester Road to Chapmans Meadow	Provide cycle/ virtual cycle lanes on carriageway with possible speed reducing measures.	B		1
34	Leicester Road, from 20mph limit to extent of 30mph limit	Provide virtual cycle lanes on carriageway with possible speed reducing measures.	B		1
35	<u>Bridleway from Featherbed Lane to Staunton Harold</u>				
	a.) Featherbed Lane to Ashby bypass	Re-surface existing bridleway.	B	Check extent of access rights to property.	2
	b.) A511 to end of O88 at Nottingham Road	Re-surface existing bridleway. Some widening required including a culvert over a stream.	B	Check access rights for farmer's field on north eastern side of track (Western Old Parks Farm). Check landownership – National Forest Land? Underpass already surfaced.	3

Number on Plan	Location	Suggested Measure(s)	Estimated Cost	Notes	Priority
Priority: 1 = High, 2 = Medium, 3 = Low		Estimated Cost: A = over £200,000 B = £50,000 to £200,000 C = under £50,000			
	c.) track from Public Footpath O88 and permissive path through Jaguar Wood.	Signing. Accesses onto the track would need adjusting.	C	Track already has good surface.	3
	d.) From permissive path at Jaguar Wood to Staunton Harold, via plantation behind Lountwood Farm and Rough Heath	Signing.	C	Existing good quality track surface and width. National Forest Land.	3
	e.) Existing bridleway from Smisby Road.	May require widening/surfacing.	C *	* Included following NWLDC consultations. Not looked at, for signing only, assumes no civils required as existing bridleway.	3