

Meeting	CABINET
Time/Day/Date	5.00 pm on Tuesday, 8 March 2016
Location	Board Room, Council Offices, Coalville
Officer to contact	Democratic Services (01530 454512)

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

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

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
Under the Code of Conduct members are reminded that in declaring disclosable interests you should make clear the nature of that interest and whether it is pecuniary or non-pecuniary.	
3. PUBLIC QUESTION AND ANSWER SESSION	
4. MINUTES	
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5. PROPOSED COUNCIL DELIVERY PLAN 2016/17	
Report of the Chief Executive Presented by the Leader	11 - 32
6. GOVERNMENT CONSULTATION ON CHANGES TO NEW HOMES BONUS	
Report of the Interim Director of Resources Presented by the Corporate Portfolio Holder	33 - 38



7.	CHANGES TO DISCRETIONARY HOUSING PAYMENTS (DHPS)	39 - 44
	Report of the Interim Director of Resources Presented by the Corporate Portfolio Holder	
8.	CRITERIA FOR IDENTIFYING LOCAL HERITAGE ASSETS: DRAFT FOR CONSULTATION	45 - 48
	Report of the Director of Services Presented by the Regeneration and Planning Portfolio Holder	
9.	DISABLED FACILITY GRANTS AND LIGHTBULB PROJECT	49 - 52
	Report of the Director of Services Presented by the Community Services Portfolio Holder	
10.	CONTRACT FOR DOG WARDEN AND STRAY DOG KENNELING	53 - 56
	Report of the Interim Director of Resources Presented by the Community Services Portfolio Holder	
11.	2015/16 QUARTER 3 PERFORMANCE MANAGEMENT REPORT	57 - 80
	Report of the Chief Executive Presented by the Leader	
12.	FORMER TENANT RENT ARREARS, CURRENT TENANT RENT ARREARS, COUNCIL TAX, NON DOMESTIC RATES AND SUNDRY DEBTOR WRITE OFFS	81 - 86
	Report of the Interim Director of Resources Presented by the Corporate Portfolio Holder	
13.	EXCLUSION OF PRESS AND PUBLIC	
	The officers consider that the press and public should be excluded during consideration of the following items in accordance with Section 100(a) of the Local Government Act 1972 as publicity would be likely to result in disclosure of exempt or confidential information.	
14.	HRA SHELTERED HOUSING REVIEW - QUEENSWAY HOUSE, WESTGATE AND WOULD'S COURT	87 - 90
	Report of the Director of Housing Presented by the Housing Portfolio Holder	
15.	PROPOSAL TO ACQUIRE BROWNFIELD SITE FOR DEVELOPMENT OF CAR PARKING	91 - 98
	Report of the Director of Services Presented by the Community Services Portfolio Holder	

MINUTES of a meeting of the CABINET held in the Board Room, Council Offices, Coalville on TUESDAY, 9 FEBRUARY 2016

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 R Adams, J G Coxon, D Everitt, T Eynon, F Fenning, J Geary, D Harrison, G Hault, R Johnson, J Legrys, S McKendrick, S Sheahan and M Specht

Officers: Mr S Bambrick, Ms C E Fisher, Mrs C Hammond, Mr A Hunkin, Mr G Jones, Mr P Padaniya and Miss E Warhurst

72. APOLOGIES FOR ABSENCE

There were no apologies for absence.

73. DECLARATION OF INTERESTS

There were no declarations of interest.

74. PUBLIC QUESTION AND ANSWER SESSION

There were no questions received.

75. MINUTES

Consideration was given to the minutes of the meeting held on 12 January 2016.

By affirmation of the meeting it was

RESOLVED THAT:

The minutes of the meeting held on 12 January 2016 be approved and signed by the Chairman as a correct record.

76. GENERAL FUND AND SPECIAL EXPENSES REVENUE BUDGETS 2016/17

The Corporate Portfolio Holder introduced the new Interim Director of Resources and asked him to present the report to Members.

The Interim Director of Resources stated that following Cabinet's approval of the draft budget in December it had been out to consultation and work on the base budget had been completed. He advised Members that the Council had received the final Local Government Financial Settlement and the authority would receive an additional £25,918 in grant funding.

He informed Members that an estimated increase in Business Rates Income and additional New Homes Bonus had contributed to a surplus budget of just under £1.1million. He added that due to the volatility of future expected income it would be prudent to hold higher levels of reserves and that the authority should wait until the business rates were finalised in May before making commitments as to how the surplus budget should be allocated.

Councillor N J Rushton stated that he fully supported money being put into reserves and that the Council was in a good position financially, but added that there were worries over

the New Homes Bonus and waste collection rates in the future. He congratulated the Leader in freezing the Council Tax for another year as promised.

Councillor T Gillard stated that he was happy to support the report and he fully concurred with the response from Whitwick Parish Council.

Councillor R Blunt stated that the Council should be run prudently and there were many concerns over funding. He stated that the report showed that the Council was spending money wisely but at the same time supporting the regeneration of Coalville that was one of the administrations main priorities. He added that he was pleased to be able to freeze the Council Tax for another year and that it was the intention to do that for as long as possible.

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

RESOLVED THAT:

Cabinet recommends to Council:

- A. That it notes the level of reserves and assurance statement by the Deputy Section 151 Officer in section 7 of the report.
- B. The budgeted surplus income over expenditure in 2016/17 is transferred to the General Fund reserve for further consideration after completion of 2015/16 accounts.
- C. The forecasted surplus income over expenditure in 2015/16 is transferred to the special projects reserve.
- D. The consultation responses detailed in appendix 1 are noted
- E. Approval of the General Fund Revenue Budget for 2016/17 summarised in appendix 2.
- F. Approval of the Special Expenses budget for 2016/17 set out in appendix 3.
- G. That it freezes the District's Council Tax in 2016/17.

Reason for decision: To enable the Council to set a balanced budget for 2016/17 as required by statute.

77. CAPITAL PROGRAMMES - GENERAL FUND, COALVILLE SPECIAL EXPENSES AND HOUSING REVENUE ACCOUNT (H.R.A). PROJECTED OUTTURN 2015/16 AND PROGRAMMES 2016/17 TO 2020/21

The Interim Director of Resources presented the report to Members. He stated that the report sought approval for the Capital programmes for the next 3 years and provided Members with the projected outturn for the current financial year. He went on to advise Members that section 3 provided the General Fund programmes with their funding arrangements, a total of £2.8million, and section 5 detailed the HRA Capital Programmes of £8million which included £2.9million for decent homes. He also highlighted that the report sought approval to delegate authority to award contracts as detailed in section 7 of the report.

Councillor N J Rushton stated that he was happy to support the report and highlighted to Members some of the individual schemes that the programme included, adding that it was

essential for the authority to carry out the maintenance that was listed. He also drew Members attention to the purchases for 2017/18 for which approval was also sought.

Councillor R D Bayliss highlighted to Members the schemes that would be covered by the HRA Capital programmes for the next 3 years drawing attention to the commitment to build 30 new homes and further investment to ensure that the level of decency across the housing stock was maintained. He added that it was a first class report.

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

RESOLVED THAT:

- A. The estimated General Fund, Coalville Special Expenses and H.R.A. Capital Outturn for 2015/16 and Planned Financing be noted.
- B. Council be recommended to approve expenditure in 2016/17 as per:
 - appendix "A" General Fund and Special Expenses Capital Schemes
 - appendix "B" for HRA Capital Schemes
 and in 2017/18 these schemes only:
 - £630,000 for the vehicle replacement programme, as detailed in paragraph 3.2
- C. The proposed procurement routes be noted and the authority to award the contracts, and any associated agreements in furtherance of the projects, as detailed in section 7 (procurement routes) of this report be delegated.

Reason for decision: To enable projects to be included in the Programmes and proceed.

78. HOUSING REVENUE ACCOUNT (HRA) BUDGET PROPOSALS FOR 2016/17

The Housing Portfolio Holder presented the report to Members along with the additional information that had been circulated prior to the meeting and advised them that following direction the authority needed to decrease its rents by 1%, therefore the budget had been written to meet these objectives. He drew Members attention to the update that had been provided which clarified that supported and sheltered properties would be exempt from the 1% rent reduction and this would provide an extra gross rent income of £63,000 for just the 2016/17 year. He advised that the business plan was being worked on following the information received and it would be reflected in the report to Council. He proposed the recommendations in the report along with an additional recommendation in the update sheet to increase the rent for sheltered and supported properties.

Councillor N J Rushton stated that the extra gross rent income of £63,000 would be essential to help with the future risks and that Councillor R D Bayliss and the housing team had done a good job with the account.

Councillor R Blunt thanked Councillor R D Bayliss and the Director of Housing for the professionalism and swiftness that they had managed to provide the update to Cabinet.

Councillor T J Pendleton stated that the update that had been provided exemplified the work that officers do.

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

RESOLVED THAT:

- A. The assurance statement by the S151 Officer be noted,

B. Council be recommended to:

1. Approve that council house rents in 2016/17 be decreased by 1% (average decrease £0.83 per week).
2. Approve the increase of 0.8% (average increase 5 pence per week) in garage rents for 2016/17.
3. Approve central heating charges for 2016/17 remaining at the same level as for 2015/16.
4. Approve the average increase of 4.92% (16 pence per week) in the weekly service charge for 2016/17.
5. Approve the ground rent increase at Appleby Magna Caravan Site of 0.8% (24 pence per week) on the anniversary of each individual rent agreement in 2016/17.
6. Approve the lifeline charges increase of 0.8% (34 pence per quarter) from April 2016.
7. Approve the Housing Revenue Account budget for 2016/17 attached as appendix A
8. Approve the rent increase of 0.9% (average £0.62 per week) for sheltered and supported housing.

Reason for decision: To enable the Council to set the Housing Revenue Account Budget for 2016/17.

79. HOUSING STRATEGY 2016-2021

The Housing Portfolio Holder presented the report to Members. He advised Members that the current strategy had come to an end and that officers, along with the NWL Strategic Housing Partnership, had been working together to develop a new strategy.

He drew Members' attention to the three priority themes detailed in the report and that it was envisaged that the housing strategy would contribute to the Coalville Project, in particular the future provision of affordable housing.

Councillor R Blunt stated that it was important that everything the authority did should aim to support the Coalville Project.

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

RESOLVED THAT:

- A. The approach and consultation undertaken to develop the proposed housing priorities for the next five years be noted;
- B. The new Housing Strategy for 2016-2021 be approved
- C. The approval of the related action plan for 2016-17 and future years up to 2020/21 be delegated to the Housing Portfolio Holder and the Director of Housing.

Reason for decision: To seek Member approval to progress and implement the priorities outlined in the 2016-21 Housing Strategy.

80. THE TREASURY MANAGEMENT STRATEGY STATEMENT 2016/17 AND PRUDENTIAL INDICATORS 2016/17 TO 2018/19

The Interim Director of Resources presented the report to Members. He advised Members that it was an annual report and that the proposed statement complied with statutory, regulatory and professional requirements.

He informed Members that specific roles and responsibilities were identified, that an independent treasury advisor was utilised and that the treasury management activity was regularly reported to the Audit and Governance Committee.

Councillor N J Rushton supported the report and highlighted that the purpose of the statement was set out in section 2.1.

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

RESOLVED THAT:

Cabinet

- A. Re-adopt the CIPFA Treasury Management in Public Services: Code of Practice.
- B. Recommend the Treasury Management Strategy Statement 2016/17, Prudential Indicators -revised 2015/16 and 2016/17 to 2018/19, and the Annual Minimum Revenue Provision Statement, for approval by Full Council.

Reason for decision: These are statutory requirements.

81. REVIEW OF TENANCY AGREEMENT

The Housing Portfolio Holder presented the report to Members. He stated that it was a lengthy piece of work and that it was a serious document that the tenants needed to accept.

He advised that the layout of the agreement would be changed and highlighted some of the content changes, adding that there had been a wide consultation on the changes.

Councillor T J Pendleton stated that the document had been well worked through.

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

RESOLVED THAT:

The revised Tenancy Agreement and the timetable as detailed in section 3.1 of the report be approved.

Reason for decision: For the homes it owns, North West Leicestershire District Council has a legal obligation to provide a contract between itself as the landlord and the tenants of these properties. The change in contract will affect all current and future Council tenants.

82. AUTHORITY TO AWARD ENERGY CONTRACTS

The Corporate Portfolio Holder presented the report to Members. He advised Members that the current supplier had given notice and that delegation of authority was sought for a new contract to be agreed.

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

RESOLVED THAT:

Authority to award the contract for the provision of gas for the period 1 April 2016 to 31 March 2019 be delegated to the Head of Finance in consultation with the Corporate Portfolio Holder.

Reason for decision: The level of expenditure on this contract exceeds the authority threshold in the Scheme of Delegation and to ensure the continuity of provision of energy to the Authority.

83. REVIEW OF CORPORATE GOVERNANCE POLICIES - REGULATION OF INVESTIGATORY POWERS ACT

The Corporate Portfolio Holder presented the report to Members advising that the report sought approval of the amendments to the policy and delegated authority to the Head of Legal and Support Services in consultation to make any future minor amendments.

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

RESOLVED THAT:

- A. The amendments to the Regulation of Investigatory Powers Act Policy taking into account comments from the Audit and Governance Committee be approved.
- B. Authority be delegated to the Head of Legal and Support Services, in consultation with the Corporate Portfolio Holder, to make any minor and consequential amendments to the Regulation of Investigatory Powers Act from changes in legislation and practical circumstances (e.g. restructures).

Reason for decision: To comply with guidance

84. BUILDING CONFIDENCE IN COALVILLE - PROJECT UPDATE

The Leader presented the report to Members. He reminded them that the project was considered at the last meeting in January and the report before them was approving procurement of additional feasibility studies related to Phase 1 of the project and asking Cabinet to delegate authority to commit some expenditure of the Coalville Project reserve.

He informed Members that further reports would be provided to Cabinet explaining actual costs and the output of work commissioned, adding that the project team was continuing to aim for many strands of the current phase coming forward during April.

Councillor T J Pendleton stated that it was vital to scope the landscape as to what options were available, which would allow making of crucial decisions to deliver the project.

Councillor N J Rushton stated that he supported the project and that money had to be spent to deliver the outcome.

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

RESOLVED THAT:

- A. The procurement of further feasibility studies related to stage of phase 1 of the Building Confidence in Coalville Project be approved.
- B. Authority be delegated to the Chief Executive in consultation with the Leader to commit expenditure of part of the Coalville Project reserve.

Reason for decision: To seek Cabinet's authority to procure further feasibility studies related to Phase 1 of the Building Confidence in Coalville project and to ensure any decision made by the Chief Executive in consultation with the Leader with regards to expenditure of the Coalville Project Reserve is made in accordance with delegations approved by Cabinet.

85. MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY

The Community Services Portfolio Holder presented the report to Members and thanked the Members of the working party for enabling good work to be carried out.

She highlighted the progress that had been made on the Owen Street changing pavilion for Coalville Town Football Club advising that there would be an official opening at a later date and that the Thringstone Bowls Club toilet provision had been successful in securing external funds from Biffa and that she was happy to support the slight increase in the planned contribution to help deliver that project.

Councillor A V Smith added that she had attended the Christmas Lights Switch On in Coalville which had been an excellent event but added that there were some hiccups with the lights. However a tender exercise had been carried out for a new contractor and the authority would see the lights improving further. She noted that there were lots of new projects being considered by the working party and looked forward to seeing how they progressed.

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

RESOLVED THAT:

The recommendations made by the Coalville Special Expenses Working Party as detailed within the minutes be noted and the recommendation as summarised at 3.0 of the report be approved.

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

The meeting commenced at 5.00 pm

The Chairman closed the meeting at 5.39 pm

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 8 MARCH 2016

Title of report	PROPOSED COUNCIL DELIVERY PLAN 2016/17
Key Decision	a) Financial Yes b) Community Yes
Contacts	<p>Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk</p> <p>Chief Executive 01530 454500 christine.fisher@nwleicestershire.gov.uk</p> <p>Interim Director of Resources 01530 454833 andrew.hunkin@nwleicestershire.gov.uk</p> <p>Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk</p> <p>Director of Housing 01530 454819 glyn.jones@nwleicestershire.gov.uk</p>
Purpose of report	To provide the proposed Council Delivery Plan 2016/17 for consideration by Cabinet and to seek any comments concerning its content.
Reason for Decision	To endorse the Council's Delivery Plan for 2016/17 prior to Council's consideration
Council Priorities	This report delivers an update and actions on all of the Council's priorities for 2016/17.
Implications: Financial/Staff	The implementation of the Council Delivery Plan has been resourced through the Council's Medium Term Financial Strategy.
Link to relevant CAT	The report links to the work of all Corporate Action Teams.

Risk Management	Risk management is applicable to all areas of the Council's statutory duties and service provision. Any relevant risks relating to actions set out in the Council Delivery Plan are managed through the Corporate Risk Register.
Human Rights	No direct implications.
Transformational Government	No direct implications.
Comments of Head of Paid Service	The report is satisfactory.
Comments of Deputy Section 151 Officer	The report is satisfactory.
Comments of Deputy Monitoring Officer	The report is satisfactory.
Consultees	Corporate Leadership Team Strategy Group on 9 February 2016
Background papers	Medium Term Financial Strategy 2016/17 to 2019/20 (Cabinet 22 September 2015) General Fund and Special Expenses Revenue Budgets – Draft Proposals 2016/17 (Cabinet 09 February 2016)
Recommendations	IT IS RECOMMENDED THAT CABINET: 1. CONSIDERS THE PROPOSED COUNCIL DELIVERY PLAN FOR 2016/17. 2. SUBSEQUENTLY ENDORSES THE PLAN'S CONTENT AND RECOMMENDS IT TO COUNCIL FOR APPROVAL ON 22 MARCH 2016. 3. AUTHORISES THE CHIEF EXECUTIVE, IN CONSULTATION WITH THE LEADER OF THE COUNCIL, TO MAKE ANY FINAL AMENDMENTS TO THE PLAN PRIOR TO COUNCIL ON 22 MARCH 2016.

1 BACKGROUND

- 1.1 The council adopted its first Council Delivery Plan (CDP) in April 2005. Since then, the CDP has evolved annually to reflect the changing environment in which the council is operating.
- 1.2 Previously, the CDP was used as evidence towards the Council's Comprehensive Area Assessment (CAA) inspection, and was a lengthy and highly detailed document of several volumes designed to meet the requirements of the Audit Commission inspection process. With the abolition of the Audit Commission, the National Indicator set and the CAA during 2010, the council is able to determine locally how performance is reported.
- 1.3 Since 2011/12, the CDP format has been designed to suit our customers rather than our auditors. These plans provided an accessible overview of the council's plans for the new financial year, including priority outcomes and high level actions. Performance against the plan is reported quarterly to Cabinet. The most recent CDPs have a strong customer focus, and several sections of the reports were included largely for the benefit of readers outside the council.
- 1.4 The council's priorities for 2016/17 are: Building Confidence in Coalville; Value for Money; Business and Jobs; Homes and Communities and Green Footprints. The new priority added from 2016/17, is "Building Confidence in Coalville". This priority is about the Council showing leadership in the regeneration of Coalville and aims to increase the attractiveness of the town to encourage development and economic growth.
- 1.5 A number of key frontline services, which matter most to customers, were agreed at Cabinet in the *General Fund Revenue Budget – Draft Proposals 2014-15 and 2015-16* report of 24 September 2013. These are:
 - Waste Services
 - Housing Services
 - Leisure Centres
 - Revenues & Benefits
 - Planning Services
 - Environmental Health

2 COUNCIL DELIVERY PLAN 2016/17 – Improving the council's performance planning process

- 2.1 The Council's approach to Service & Financial Planning was changed for 2014/15 to a business planning approach with a focus on delivering outcomes for customers. Continuing to ensure that we provide value for money in our services is more important than ever in the current economic climate, and strategic planning has taken this into account to ensure we continue to provide high quality Frontline Services within the Council's changing resources. This will be an ongoing priority for the council.
- 2.2 As a result, the Council Delivery Plan content was generated in a bottom-up approach, focusing specifically on key deliverables from Frontline Service Team Business Plans. Actions and indicators focus on improving those services and implementing key corporate

projects which will improve the experience of our customers. This year we have had the benefit of the residents' survey carried out in June 2015 and the results of this have been fed into the team business planning process.

- 2.3 The proposed draft of the CDP for 2016/17 is attached at Appendix 1. This draft follows the same format as the 2014/15 CDP.

3 STRENGTHENING OUR STRONG PERFORMANCE CULTURE

- 3.1 The CDP will continue as an outward-facing document for our customers and partners, and more detailed performance management will continue to be cascaded through the authority using Team Business Plans and the performance management system. The performance management system will continue to be developed to improve reporting methodologies and to ensure that the most important information is coming through at the right levels of management and to councillors.
- 3.2 The outcomes and actions listed in the CDP have a detailed set of quarterly milestones and indicators listed within Team Business Plans. Quarterly performance monitoring against these plans will continue as it does at present. In addition, it is proposed that performance against key corporate projects will be reported quarterly to Cabinet as part of the Quarterly Performance Report.
- 3.3 The portfolio holders are briefed monthly on the performance of their services and are engaged in the quarterly performance reports.



Council Delivery Plan 2016/17





“We are very fortunate to live in an area full of character, thanks to our busy market towns, close-knit rural villages, rolling farmland and wooded countryside”

More than 1,500 people made their way to the ever popular Coalville Park in the heart of Coalville for an evening of wonderful music with Proms in the Park.

Introduction...

Welcome to our Council Delivery Plan for 2016/17, which sets out how we intend to improve North West Leicestershire in the year ahead.

We are working harder than ever to provide value for money in these challenging financial times and, while this sometimes means taking tough decisions, our focus for 2016/17 remains on providing high quality frontline services for our customers. While we are reducing our overall expenditure, we will make funding available to maintain, invest in and make essential improvements to services for the communities in our district.

Despite significant financial challenges, we're proud of our achievements during the past year. We hope you will take the time to read our End of Year report for 2015/16 when it is published in the summer to see exactly what we have done for you and your communities.

The future

In addition to our ongoing priorities around value for money, business and jobs, homes and communities and green footprints, our main focus for next year is to improve confidence in Coalville and the surrounding areas by working with local people and businesses to transform the town centre and create opportunities for economic growth.

Led by NWLDC, the project relies on contributions from all sectors of the Coalville community; achieving the project aims is a collective responsibility.

The project aims to improve the physical appearance of the town – building by building, street by street – and celebrate its people, its heritage and its future.

In addition, driving forward our technology projects will increase the flexible and mobile working opportunities for staff so that they can better serve our customers. The savings from these projects will then be re-invested into further improving council services using the feedback from our residents survey, conducted in June 2015. During focus groups held in March 2016, we will ask customers for more detail about their comments in the survey and explore actions that we have developed in response to the survey.

We would like to thank all our staff, customers and partners that have worked with us to shape and deliver our services throughout 2015/16. We look forward to building on our successes during 2016/17 and beyond.



A handwritten signature in black ink, appearing to read 'Richard Blunt'.

Cllr Richard Blunt
Leader
North West Leicestershire
District Council



A handwritten signature in black ink, appearing to read 'Christine E Fisher'.

Christine E Fisher
Chief Executive
North West Leicestershire
District Council

What we plan to do in 2016/17

Our vision for the future

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

Delivering this vision is the focus of our four priorities and ensures that we concentrate on using our resources to provide services that really matter to local people and businesses.

Council priorities for 2016/17

• Building confidence in Coalville

We aim to regenerate and build confidence in Coalville

• Value for money

We aim to provide council services that people feel give good value for money

• Homes and communities

We aim to improve the wellbeing of people living in North West Leicestershire

• Business and jobs

We aim to make the district a better place to invest, work and visit

• Green Footprints

We aim to make people feel proud to be part of a cleaner, greener district

Our people

At North West Leicestershire District Council we know our staff are our biggest asset. Providing excellent service for our customers means developing and supporting our staff to be their best; we measure success not only by delivering great results, but also in the way we achieve them. We promote five core values for our employees as part of our Best Employee Experience (BEE) programme:

- **Spend our money wisely** – Our staff ensure they deliver value for money in everything they do
- **Support what is possible** – Our staff identify, agree and provide the best possible outcomes for all customers
- **Be fair and proud** – Our staff show pride in their work and take individual responsibility for delivering what is agreed
- **Listen carefully** – Our staff listen and respond to the needs of customers and colleagues – both internally and externally
- **Deliver agreed quality** – Our staff ensure they deliver within agreed timescales and to the expected quality

During 2016/17 our staff will continue to deliver on our core values through regular appraisals, monitoring of feedback from customers and training and development. We will celebrate the achievements of staff that consistently demonstrate outstanding service, and will use feedback from our customers to identify staff providing exceptional customer experiences.



Waste collections: 5,000,000 waste containers emptied every year, with 93.5% of our customers satisfied with the service.

Building confidence in Coalville



Coalville is an attractive place to live, work, visit and invest.

What we want to achieve	
<ul style="list-style-type: none"> • People want to live, work in and visit Coalville • Coalville is regenerated and attracts small and medium enterprises to set up businesses 	
How we will achieve it	
Outcome	Action
<p>People want to live, work in and visit Coalville...</p> <p>We will organise and support events that bring the wider Coalville community together and attract visitors to the town</p>	We will start the process of building new houses in Coalville including at Greenacres, Linford Crescent
	We will support housing schemes that encourage people to live in the centre of Coalville
	We will support new businesses that choose to locate in Coalville
	We will develop one iconic building in one of the four squares.
	We will develop the heritage offer of the town through a Heritage Lottery Fund grant
	Deliver the Coalville Specials Expenses events / project portfolio
	We will run and / or support two new annual community events in Coalville
	We will identify 10 hotspots in Coalville for litter reduction campaigns to improve the local environment.

Building confidence in Coalville



Coalville is an attractive place to live, work, visit and invest.

How we will achieve it	
Outcome	Action
<p>Coalville is regenerated and attracts small and medium enterprises to set up businesses...</p> <p>We will work with partners from all sectors to build confidence in Coalville</p>	We will apply for funding from LLEP to help improve our market towns
	We will continue and aim to develop more business support schemes, including Enterprising North West Leicestershire and the Coalville shop front improvement scheme
	We will develop projects that target regeneration of Coalville town centre, on our own and with partners
	We will increase the number of events held in Coalville to increase footfall
	We will maximise the links to Stephenson College to develop skills in local people that businesses want and need
	We will maximise the use of the council's own assets and lead on maximising commercial development opportunities in Coalville

Value for money

People feel council services provide good value for money

What we want to achieve

- Customers are happier with key services provided
- People feel the council is spending money well

How we will achieve it

Outcome	Action
<p>Customers are happier with key services provided...</p> <p>The council will focus on Information Governance so it meets all of its obligations around protecting customer information and making data freely available to citizens.</p> <p>The council will identify the skills it needs to manage services and plan to ensure recruitment and development of staff meets the future needs of the council.</p> <p>We will develop a value for money housing repairs service with high levels of productivity and tenant satisfaction</p>	<p>Improve our leisure services using feedback from customers, benchmarking exercises and the QUEST accreditors</p>
	<p>Introduce service standards for the provision of housing advice and homelessness prevention.</p>
	<p>Deliver service improvements to address findings of tenant satisfaction survey</p>
	<p>Maximise the amount of information we hold about our tenants so a tailored service can be delivered to meet the needs of customers</p>
	<p>We will increase the number of services available to customers online.</p>
	<p>We will implement systems and processes for better management of council information to make it more accessible, whilst increasing security to keep customer's personal data safe.</p>

Value for money

People feel council services provide good value for money

How we will achieve it	
Outcome	Action
<p>People feel the council is spending money well...</p> <p>The council will manage its assets more effectively and selectively dispose of sites / properties where appropriate</p> <p>The council will develop and understand its appetite for risk and improve contract management practices.</p> <p>We will develop a value for money housing repairs service with high levels of productivity and tenant satisfaction</p>	We will review how we operate the waste collection service to increase efficiency and save money
	We will review our approach to ICT to find ways of saving money and making all services more efficient.
	Implement a selective disposals plan of housing sites / properties which are not economically viable to retain
	Implement the findings of the Repairs Value for Money study to improve the efficiency of our Repairs Service
	Re-let empty properties more quickly so rental income is maximised
	Review the way that we provide our leisure services.

Other 'Value for money' measures we will monitor and report to Cabinet

- Quarterly updates on managing our finances
- Quarterly updates on managing sickness absence

Business and jobs

Our district is a better place to invest, work and visit

What we want to achieve	
<ul style="list-style-type: none"> • Businesses choose to locate and remain in our district • People find suitable employment within the district • The council supports sustainable development and growth 	
How we will achieve it	
Outcome	Action
<p>The council supports sustainable development and growth</p> <p>The council will work to support the development of the strategic growth plan. A key element of this is the development of Coaville.</p>	To increase the number of tourists visiting the district
	To review car parks strategic contribution to town centres and operational efficiency
	To develop a programme of business support targeting more women becoming economically active.
	Have an up-to-date Local Plan in place to guide growth and development
	To work with local housing and construction partners to maintain the delivery of affordable housing
	Work with expert rail consultants to prepare a case which will set out to Government the impact of HS2 on the district and the potential mitigating factors that could be negotiated for the benefit of the area.

Business and jobs

Our district is a better place to invest, work and visit

How we will achieve it	
Outcome	Action
<p>Businesses choose to locate and remain in our district</p> <p>The council will work to ensure that businesses are supported to start, grow and thrive.</p>	<p>Develop and implement strategies to help NWL's town centres to increase business occupancy, footfall and spend with local businesses.</p>
	<p>Work towards the implementation of a combined authority to deliver benefits from strategic planning, infrastructure development and the local economy</p>



Enterprising NWL: £500,000 in business grants available to small and medium sized companies in the district. First grant awarded to Trunet, based in Measham.

Homes and communities

The wellbeing of people in North West Leicestershire is improved

What we want to achieve

- People feel proud of their homes and communities
- People feel safe in their community
- Families in need are supported by the council

How we will achieve it

Outcome	Action
<p>Families in need are supported by the council ...</p> <p>We will build new council houses in the district for the first time in 25 years</p> <p>We will positively respond to resident concerns and priorities arising from the Tenant Survey conducted in 2015</p> <p>We will work with local housing associations and house builders to deliver high quality, affordable housing which meets local needs</p> <p>The council will conduct a stock condition of private rented and owner occupied housing to identify key issues needing addressing</p> <p>We will continue to promote the benefits of Sport and Physical Activity for the long term health improvement of our residents</p>	<p>Reduce health inequalities within the residents of NWL using awareness campaigns</p> <p>Identification of potential places for Gypsy and Traveller Sites</p> <p>Repair and let empty properties more quickly so families spend less time waiting on the Housing Register</p> <p>Procure a construction partner and build new council housing</p>

Homes and communities

The wellbeing of people in North West Leicestershire is improved

How we will achieve it	
Outcome	Action
<p>People feel safe in their community</p> <p>People feel proud of their homes and communities</p> <p>We will continue to support and work closely with our valued parish and town councils</p>	Work with partners to protect children and vulnerable adults from radicalisation as set out in the government's Prevent Strategy
	Implement the requirements of the new smoke alarm and Carbon Monoxide detection regulations to ensure private landlords comply
	Identify parking hotspots and implement initiatives to reduce antisocial behaviour (ASB) complaints from resident parking problems
	Provide support for parish councils and community organisations in developing their local neighbourhood plans including Community Rights and Assets of Community Value
	Develop and implement a design guide for residential development
	Understand the condition of private housing through a stock condition survey
	Identify locally listed buildings and locally registered gardens, as well as considering the designation of new conservation areas



Royal Oak: Formerly the derelict Pick and Shovel pub, £500,000 from NWLDC has helped emh group to develop this site into 14 affordable homes in the centre of Coalville.

People feel proud to be part of a greener district

What we want to achieve

- Residents and businesses are motivated to be greener
- The council demonstrates community leadership in being green

How we will achieve it

Outcome	Action
<p>Residents and businesses are motivated to be greener...</p> <p>The council will work harder and smarter to minimise the impact of county council changes to recycling funding.</p>	<p>Identify areas with low recycling rates and help residents to increase the amount that they recycle.</p>
	<p>Reduce roadside litter through increased provision of signage and undertaking national and local anti litter initiatives.</p>
<p>The council demonstrates community leadership in being green...</p> <p>The National Forest is important to us and we will work closely with them to develop future plans in response to the changes affecting their funding.</p>	<p>Complete a review of the Housing's Green and Decent programme, recommending the best renewable technologies to be installed to heat council properties, especially in non-gas areas</p>



Volunteer litter pickers: More than 120 people give up their own time to help us keep the district free of litter

Managing the council's finances - 2016/17 to 2019/20

Continuing to make sure that we provide value for money in our services is more important than ever in the current economic climate as the Government moves forward with its deficit reduction programme. Whilst the Government has provided opportunities to reward us for business growth and increases in housing stock it is clear that the overall level of national funding will continue to reduce.

For 2016/17 our Revenue Support Grant was reduced by £641,000. This has been offset by an increase in the New Homes Bonus of around £650,000 and a forecasted increase in the Business Rates Income of around £1 million. This has allowed the council to freeze its Council Tax again in 2016/17.

We are doing all that we can to generate local income including the New Homes Bonus and Retained Business Rates. The Government's New Homes Bonus consultation looks at various ways to reduce the amount distributed to local authorities. This will also have a detrimental effect on our funding allocation in the future.

We will continue our drive for efficiency, economy and effectiveness in everything we do and will also continue with the regular monitoring of income and expenditure. The council will update its four year Medium Term Financial Strategy in the summer in anticipation of further reductions in Government funding. Members will carefully consider how funding will be spent to support their priorities for the district.

Building confidence in the council's performance

Our performance was very strong across the council during 2015/16, but we continue to strive to improve performance across all services.

At the heart of our work to further improve the services that people value will be a performance programme focusing on:

- We have a robust framework in place to manage the council's performance
- Monthly meetings are held between senior managers to discuss the performance of their services. Portfolio holders are also updated monthly and discuss progress on the council's delivery plan actions
- Quarterly reports to Cabinet, which will include performance on the council's priorities and frontline services
- Actively engaging our customers and communities in shaping our services
- Investing in and supporting our local councillors in undertaking their duties
- Valuing the views of our partners and customers to improve our performance
- Engaging external best practice and benchmarking to challenge what we do and how we do it
- Working as one council and one team to be the best we can
- Releasing talent, growing capacity and expertise within the staff of the council

Each of the actions set out in this plan will be monitored quarterly by members of the council's Cabinet to make sure we are achieving the high standards we have set.

You can check our progress on our website www.nwleics.gov.uk/performance.

“Local people are at the heart of our services, and during 2015/16 we will continue to work closely with you to improve the services you value.”



£20,000-for-Seven: £225,000 available to community groups across the district for their projects in 2015. A further £160,000 available in 2016. 31

Useful information

If you would like more information about the Council Delivery Plan or any council service, please use the contact details below:

Website:

www.nwleics.gov.uk

Email:

customer.services@nwleicestershire.gov.uk

Twitter:

@nwleics

Post:

North West Leicestershire District Council,
Council Offices,
Coalville,
Leicestershire,
LE67 3FJ

Telephone:

01530 454545 (Main switchboard)

If you have an emergency outside of normal hours,
please call 01530 454789

Fax:

01530 454506 (Reception)



NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 8 MARCH 2016

Title of report	GOVERNMENT CONSULTATION ON CHANGES TO NEW HOMES BONUS
Key Decision	a) Financial Yes b) Community Yes
Contacts	Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Interim Director of Resources 01530 454833 andrew.hunkin@nwleicestershire.gov.uk Financial Planning Manager 01530 454707 priresh.padaniya@nwleicestershire.gov.uk Head of Planning and Regeneration 01530 454782 jim.newton@nwleicestershire.gov.uk
Purpose of report	To summarise the potential impact of the Government proposals to changes to the New Homes Bonus regime, and to seek Members' views on a response to a consultation paper.
Reason for Decision	To ensure the Council is able to participate in the NHB consultation exercise – NHB being an important funding stream for the Council
Council Priorities	The funding from Central Government assists the Council in achieving all its priorities
Implications:	
Financial/Staff	As contained in the report.
Link to relevant CAT	None.
Risk Management	The MTFs will be managed and monitored on a regular basis to ensure the Council's finances are balanced.
Equalities Impact Screening	Not applicable.

Human Rights	There are no Human Rights implications.
Transformational Government	Not applicable.
Comments of Head of Paid Service	The report is satisfactory.
Comments of Deputy Section 151 Officer	As report author the report is satisfactory.
Comments of Deputy Monitoring Officer	The report is satisfactory.
Consultees	CLT
Background papers	<u>Consultation Paper - New Home Bonus: Sharpening The Incentive.</u>
Recommendations	<p>1. THAT THE COUNCIL RESPONDS TO THE NHB CONSULTATION PAPER IN LINE WITH THE PRINCIPLES AND COMMENTS SET OUT IN THIS REPORT (SECTION 5).</p> <p>2. DELEGATES THE INTERIM DIRECTOR OF RESOURCES TO RESPOND TO THE CONSULTATION PAPER IN LINE WITH THE PRINCIPLES AND COMMENTS SET OUT IN THIS REPORT.</p>

1.0 INTRODUCTION

1.1 The New Homes Bonus (NHB) was introduced in 2011 to incentivise local authorities to encourage housing growth in their areas. The Government has issued a consultation paper *New Homes Bonus: Sharpening the Incentive* in which it proposes changes to the distribution of the NHB which will reduce the grant, creating Governmental savings that will then be re-distributed with the local government settlement - in particular to support authorities with specific pressures, such as adult social care.

1.2 The deadline for responses to the consultation is 10 March 2016

2.0 BACKGROUND

2.1 NHB grant is paid for each new home provided with a premium being paid for those categorised as affordable homes. The grant is linked to the National Average of the Council Tax Bands. For 2015/16 North West Leicestershire District Council's (NWLDC) National Average for Council Tax Band D is £1,483.58. The premium for affordable homes is a £350 flat rate. The District Authority receives 80% of the grant and the County Authority receives 20% of the grant.

2.2 Each calculated year of the NHB Grant is payable for 6 years (legacy payments). For 2016/17 (Year 6), NWLDC's NHB payment is £650,014. The cumulative total for 2016/17 is £2,773,081. The cumulative effect of the grant for the Authority can be seen in table 1 overleaf.

Table 1 – Current Cumulative effect for NWLDC

	Cumulative	YEAR OF PAYMENT										
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Year of Delivery	Payment for Year 1	226,821	226,821	226,821	226,821	226,821	226,821					
	Payment for Year 2		236,498	236,498	236,498	236,498	236,498	236,498				
	Payment for Year 3			459,736	459,736	459,736	459,736	459,736	459,736			
	Payment for Year 4				472,429	472,429	472,429	472,429	472,429	472,429		
	Payment for Year 5					727,582	727,582	727,582	727,582	727,582	727,582	
	Payment for Year 6						650,014	650,014	650,014	650,014	650,014	650,014
	2016/17 Payment						2,773,081					

3.0 OPTIONS WITHIN THE CONSULTATION PAPER

3.1 The consultation has two elements:

- Changing the number of years for which payments are made
- Reforms to the NHB incentive.

3.2 Any changes will be from 2017/18.

Changing the number of years for which payments are made

3.3 The number of years for which payments are to be paid will be reduced from 6 years to 4. This is the Government's preferred option. The Government is also considering a phased approach with existing and future allocations of 5 years in 2017/18 and 4 years in 2018/19. It has also highlighted options for reducing from 6 years to 3 or 2.

Reforms of the NHB to improve the incentive.

3.4 The Government is considering three ways in which the incentive impact of the NHB could be improved:

- Withholding new bonus allocations in areas where no local plan has been produced. This is the Government's preferred option
- Reducing payments for homes built on appeal. Councils currently receive the NHB payments for all developments including those that have been granted planning permission on appeal. Therefore the NHB payments currently do not reflect positive or negative decisions by the authority to allow or disallow development. The Government is proposing to reduce the NHB by 50% or 100%, using data collected by the Planning Inspectorate, to reflect developments that have been granted through appeals processes.
- Only making payments for delivery above a baseline representing deadweight. The Government wants to focus the payments to local authorities demonstrating a strong commitment to growth and development. They are suggesting setting a baseline for all areas and only make new allocations of NHB relating to housing above the baseline.

4.0 FINANCIAL IMPLICATIONS OF PROPOSED CHANGES

4.1 The tables below reflect the potential reduction of NHB grant due to the reduction of the legacy payments from 6 to 4 years. Table 2 illustrates a standstill position, where no options are implemented. Table 3 illustrates the reduction implemented from 5 to 4 years and Table 4 illustrates the reduction from 6 to 4 years. All tables assume years 2017/18 onwards are the same as 2016/17 and are for illustration of the effect only.

Table 2 – Unreformed position for comparison

		YEAR OF PAYMENT (£m)										
	Cumulative	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Year of Delivery	2011/12	0.23	0.23	0.23	0.23	0.23	0.23					
	2012/13		0.24	0.24	0.24	0.24	0.24	0.24				
	2013/14			0.46	0.46	0.46	0.46	0.46	0.46			
	2014/15				0.47	0.47	0.47	0.47	0.47	0.47		
	2015/16					0.73	0.73	0.73	0.73	0.73	0.73	
	2016/17						0.65	0.65	0.65	0.65	0.65	0.65
	2017/18 *							0.65	0.65	0.65	0.65	0.65
	2018/19 *								0.65	0.65	0.65	0.65
	2019/20 *									0.65	0.65	0.65
	2020/21 *										0.65	0.65
	Annual Payment	0.23	0.46	0.92	1.40	2.12	2.77	3.20	3.61	3.80	3.98	3.25

*From 2017/18 onwards, the same value as 2016/17 has been used. This is only to illustrate the impact of the proposed change

Table 3 – Reduction from 5 to 4 years

		YEAR OF PAYMENT (£m)										
	Cumulative	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Year of Delivery	2011/12	0.23	0.23	0.23	0.23	0.23	0.23					
	2012/13		0.24	0.24	0.24	0.24	0.24					
	2013/14			0.46	0.46	0.46	0.46	0.46				
	2014/15				0.47	0.47	0.47	0.47				
	2015/16					0.73	0.73	0.73	0.73			
	2016/17						0.65	0.65	0.65	0.65		
	2017/18 *							0.65	0.65	0.65	0.65	
	2018/19 *								0.65	0.65	0.65	0.65
	2019/20 *									0.65	0.65	0.65
	2020/21 *										0.65	0.65
	Annual Payment	0.23	0.46	0.92	1.40	2.12	2.77	2.96	2.68	2.60	2.60	1.95

Table 4 – Reduction from 6 to 4 years

		YEAR OF PAYMENT (£m)										
	Cumulative	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Year of Delivery	2011/12	0.23	0.23	0.23	0.23	0.23	0.23					
	2012/13		0.24	0.24	0.24	0.24	0.24					
	2013/14			0.46	0.46	0.46	0.46					
	2014/15				0.47	0.47	0.47	0.47				
	2015/16					0.73	0.73	0.73	0.73			
	2016/17						0.65	0.65	0.65	0.65		
	2017/18 *							0.65	0.65	0.65	0.65	
	2018/19 *								0.65	0.65	0.65	0.65
	2019/20 *									0.65	0.65	0.65
	2020/21 *										0.65	0.65
	Annual Payment	0.23	0.46	0.92	1.40	2.12	2.77	2.50	2.68	2.60	2.60	1.95

4.2 The further reforms highlighted in paragraph 3.4 will also have a financial impact on the authority but are not easily quantifiable until more details are known - baseline funding for example.

4.3 All of the measures proposed by Government will have the impact of reducing the funding to the Authority.

5.0 NORTH WEST LEICESTERSHIRE'S CONSIDERATIONS

5.1 Whilst we recognise and support the need to increase funding for adult social care, we are concerned that doing so through the NHB funding pot may prove counter-productive to the Government's housing growth ambitions.

5.2 Reducing the funding available for NHB may result in local authorities feeling less incentivised to deliver housing growth and/or not being rewarded for some housing growth

that they have already consented (but has yet to be built). To help re-address this, we would like to look at ways in which the Government may be able to provide some levers to local government which would help them unlock some of the consents that developers are currently sitting on. If some new levers were possible, local authorities would still have an incentive to help accelerate the pace of housing delivery in a way that will not happen if developers continue to stockpile consents.

- 5.3 With this in mind NWLDC supports the move of payments from 6 to 4 years and would like to see a phased implementation by moving to 5 years for the first year of operation.
- 5.4 NWLDC is not in favour of the reforms to the planning regime options and feels that these should be kept separate from the NHB financial incentive. If however the Government's preferred option of holding back new bonus allocations in areas where no local plan has been produced was introduced, it is considered that anything other than a modest proportion of that year's payment being withheld would be an unfair and disproportionate sanction. It is also not clear what is meant by "produce" a local plan. It is widely assumed to mean 'To Submit to the Secretary of State': however it might mean to Adopt the local plan. This distinction has the potential to significantly complicate matters, in particular decisions about the distribution of housing across the Housing Market Area (which is Leicester and Leicestershire). More detail about what this means would be required and welcomed.
- 5.5 With regard to reducing payments for homes built on appeal - when the NHB was first introduced, the then Secretary of State announced that receipt of the bonus was a material consideration when determining planning applications. That position has since been tested, and clarified not to be the case. It is difficult to reconcile that clarified position with the consequence of reducing the NHB payment if homes had been secured by appeal. Notwithstanding this, if the Government was to proceed with this approach, some account would need to be had of whether the decision to refuse permission had been a delegated officer one, or made by the Planning Committee. Further, account would need to be had of whether Member decisions had been in accordance with officer recommendation or not. This is to address concerns that planning merits might be viewed to be outweighed by NHB as a matter of course, resulting in a tension with the established planning principle that each case is considered on its own merits.
- 5.6 With regard to making payments for delivery above a baseline representing deadweight - the level that the baseline is set at would be of crucial importance, and hotly contested. A mechanism to review baseline figures would need to be put in place, and the higher the baseline is set, the incentive to grant permission reduces accordingly as the prospect of a resulting significant financial return diminishes.
- 5.7 As part of the consultation paper, the Government has set out 14 questions that it would like answered, and it is proposed that the Interim Director of Resources answers the questions and responds to the consultation paper in line with the principles and comments set out above.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 8 MARCH 2016

Title of report	CHANGES TO DISCRETIONARY HOUSING PAYMENTS (DHPs)
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 Interim Director of Resources 01530 454833 andrew.hunkin@nwleicestershire.gov.uk Financial Planning Manager 01530 454707 pritesh.padaniya@nwleicestershire.gov.uk
Purpose of report	To present to Members the options of amending the criteria for awarding DHP's and to seek Members views on the options presented.
Reason for Decision	To Allocate DHP to claimants of Housing Benefit who need further financial assistance with Housing costs
Council Priorities	The DHP funding from Central Government assists the Council in helping families and individuals in need.
Implications:	
Financial/Staff	As contained in the report.
Link to relevant CAT	None.
Risk Management	The DHP Funding will be managed and monitored on a regular basis to ensure the Funding is allocated as per the budget
Equalities Impact Screening	Not applicable.
Human Rights	There are no Human Rights implications.
Transformational Government	Not applicable.
Comments of Deputy Chief Executive	Report is satisfactory

Comments of Deputy Section 151 Officer	As report author the report is satisfactory
Comments of Deputy Monitoring Officer	Report is satisfactory
Consultees	CLT and Strategy Group
Background papers	None.
Recommendations	<p>1. THAT CABINET NOTES AND CONSIDERS THE FINANCIAL IMPLICATIONS OF THE TWO OPTIONS IN RELATION TO DHP</p> <p>2. APPROVE OPTION 2 OF DELIVERING DHP TO TENANTS</p>

1.0 BACKGROUND

- 1.1 Discretionary Housing Payments (DHPs) provide extra help to claimants in receipt of Housing Benefit who need further financial assistance with housing costs. This will usually be because there is a shortfall between the amount of benefit they receive and their rent liability.
- 1.2 To qualify claimants need to meet certain conditions.
- Must be receiving Housing Benefit or in receipt of Universal Credit that includes a housing element.
 - There must be a shortfall between the amount of Housing Benefit / Housing Element of Universal Credit they receive and rent liability.
 - Must demonstrate that they need extra help to meet their housing costs.
- 1.3 The length of time over which an award can be made, is decided by the Council. However the Authority has to be mindful of the annual funding available and not to exceed the budgeted amount (Government funding plus any Council top-up). It may be appropriate to make a short term award to give a claimant time to sort out their finances or housing commitment, in particular if they are trying to find alternative accommodation or gain employment. Alternatively it is also possible to make a more long term or indefinite award depending on the claimants circumstances.
- 1.4 Nationally, DHP funding for 2015/16 was £125 million - a reduction of £40m from the previous year. It has been recently announced that DHP funding will be £160m a year over the next five years a relatively modest increase which is intended to support those claimants adversely affected by the recent announcements in welfare reform including:
- Working-age benefits to be frozen for four years from April 2016.
 - A reduction in the “benefit cap” from £23,000 to £20,000 (outside London)
- 1.5 The council has been allocated Discretionary Housing Payment Grant of £114,965 for 2016/17.
- 1.6 Impact on Tenants – Tenants (Council, Housing Association or private tenants) are able to seek an additional financial contribution towards their rental shortfall for a variety of reasons.

64% of the awards to date is due to a shortfall in Housing Benefit as a result of the under occupation charge which was introduced in April 2013. The majority of tenants under occupy by one bedroom, therefore the shortfall is 14% or approximately £12 per week (based on average rent for council tenants).

The options available for tenants affected by the charge, other than apply for DHP, are:

- Obtain employment and/or reduce dependency on benefits
- Move to smaller accommodation - 89% (as at 21 January 2015) of the people on the housing register are seeking one and two bedroom properties and approximately 50% of the council stock is 3 bed or larger accommodation, therefore the prospects of moving to a smaller property in the area in which they have established connections is low.
- Move in with family/friends – some tenants have chosen to move out of their property due to the financial difficulties of having to pay the shortfall.
- Pay the shortfall in Housing Benefit – tenants entitled to Housing Benefit have low income and therefore are unlikely to have any available resource to pay the shortfall. This often leaves the tenant in difficult financial circumstances and at risk of seeking short term financial assistance from high interest lenders which often becomes a vicious circle they are unable to get out of. Some will utilise their benefits to pay the shortfall and forgo other daily essentials, for example being able to buy food and frequently use food banks.
- Not pay the shortfall - this places the tenants at risk of enforcement action and potentially losing their home and incurring additional costs such as court fees, bailiff fees etc. It is also worth noting that should a tenant lose their home and it is considered it was through their own actions then they could be suspended from Housing Register for accommodation for a reasonable period based on the circumstances and efforts to resolve the issue

- 1.7 Impact on the Council – Since the under occupation charge was introduced in April 2013, the number of council tenants affected by the charges has reduced by 33% from 543 to 365 as tenants chose to terminate their tenancy or move into smaller accommodation, assisted by the Council prioritising their application to move and a £1000 incentive scheme.

Clearly, any reduction in rental income from council tenants who are required to pay the shortfall, including payments via Discretionary Housing Payment, would negatively impact our 30 year business plan which informs our investment plans and any subsequent treasury management decisions that may arise from any shortfall in income.

In addition to this, any reduction in rental income from tenants increases our expenditure in terms of enforcement costs and staffing costs to monitor and manage the rent accounts to ensure prompt and appropriate action is taken. As at 19 February 2016, 50% (181) of tenants affected by the under occupation charge are in rent arrears greater than 0.01p with the total amount outstanding of £52,086.28 and equates to 16% of the total current rent arrears.

Where the Council has undertaken significant adaptations to a property because a tenant or a member of their household is disabled, the council would incur additional costs in adapting another home should the family be required to move to smaller accommodation.

2.0 REASONS FOR GRANTING DHP IN 2015/16

- 2.1 Funding levels and actual and estimated expenditure for 2016/17 and previous two years are shown below:

Financial year	2014/2015	2015/2016	2016/2017
Expenditure	£112,033	£144,470*	£159,000*
DWP Funding	£106,669	£103,678	£114,965

* Estimate

- 2.2 Expenditure of £102,004 has been incurred to 31 January 2016 and an additional £42,466 committed to the end of March 2016. This estimate of £144,470 expenditure for the current financial year is a 29% increase on expenditure in 2014/15. For 2016/17 a conservative 10% increase on expenditure has been assumed.
- 2.3 Historically DHP awards have been based on the difference between housing benefit entitlement and contractual rent; however since October 2015 renewal awards have been calculated and based on the lower value of either (1) the difference between their income and permitted expenditure or (2) the shortfall in benefit entitlement. This will mean that our DHP expenditure from October and going forward will be reduced.
- 2.4 For 2015/16 the funding has been supplemented by a £21,000 reserve from the Housing Revenue Account (HRA) of which £10,500 is from 2015/16 and £10,500 carried forward from 2014/15.
- 2.5 Forecasting future expenditure is notoriously difficult because of the unpredictability of future demand, this has been evidenced by the fact that when a similar exercise was completed in October 2015 the number of claimants was 200 and it is now 247 – an increase of 23.5%.
- 2.6 In January 2016, Strategy Group agreed to support the continuation of the current option with a £21,000 contribution from the HRA (£10,500 from 2014/15 and £10,500 from 2015/16) and to find approximately £20,000 from the General Fund to fund the potential overspend in the current financial year as shown in the table below.

Expenditure April to 31 January	£102,004
Committed Expenditure to 31 March 2016	£42,466
Total Expenditure	£144,470
Government Contribution	£103,678
Contribution from HRA Account	£21,000
Total Budget	£124,678
Potential Overspend	£19,792

3.0 FINANCIAL IMPLICATIONS OF PROPOSED CHANGES

- 3.1 The options to be considered are shown in detail in paragraphs 3.2 and 3.3. The table below summarises the financial implications of the options.

Option	Scheme Change (April 2016)	Expenditure	Govt Funding	HRA Top-up for council tenants	Anticipated Out-turn
1	100% for 12 Months	£159,000	(£114,965)	(£10,500)	£33,535
2	100% for 6 Months; 50% for 3 Months; potential 50% for 3 months	£119,250	(£114,965)	(£10,500)	(£6,215)

3.2 Option 1

Continue to pay DHP at 100% entitlement – using the estimated total expenditure figure for 2016/17 as shown in the table in Paragraph 2.1, will lead to an overspend of £33,535 as shown below

Budgeted Expenditure on DHP (Option 1)	£159,000
Total Expenditure	£159,000
Government Contribution 2016/17	£114,965
HRA Top-up 2016/17 for council tenants	£10,500
Total Budget	£125,465
Potential Overspend	£33,535

3.3 Option 2

Based on paying the full entitlement for the first 6 months, then reduce the DHP contribution to 50% for the next 3 months, and if there are reasonable grounds at the end of 9 month period, to extend it for another 3 months at a similar level – using the estimated total expenditure figure for 2016/17 as shown in the table in Paragraph 2.1. This option will lead to a potential under spend of £6,215. In reality an underspend is unlikely to occur as all of the DHP funding will be allocated. In exceptional circumstances some council tenants will receive 100% award for the full 12 month period by officer discretion as explained in paragraph 3.5

Budgeted Expenditure on DHP at 100% for 6 months	£79,500
Budgeted Spend on DHP at 50% for the next 3 months	£19,875
Potential Extension on DHP at similar level for the next 3 months	£19,875
Total Expenditure	£119,250
Government Contribution	£114,965
HRA Top-up 2016/17 for council tenants	£10,500
Total Budget	£125,465
Potential Underspend	(£6,215)

3.4 Option 2 is the proposed option to Cabinet, on the basis that Government funding in future years is unlikely to increase whereas we are expecting demand to continue at the same level or more likely to increase. Using the current criteria will mean therefore that in future DHPs will continue to exceed the Government funding available and the overspend will have to be subsidised from the General Fund.

3.5 In January 2016, the Court of Appeal decided in favour of two claimants who challenged the under occupation charge. One related to a disabled grandchild requiring a room for a carer and the other case related to a room being used as a panic room by the tenant who had suffered severe domestic violence. The Department for Work and Pensions has stated it intends to appeal to the Supreme Court. In the meantime, local authorities are expected to use the DHP grant to ensure people in difficult situations like these do not lose out.

It is recommended that officer discretion is applied to similar cases at the time of the initial application and some council tenants could receive 100% award for the full 12 month period.

4.0 APPROVAL

4.1 Cabinet is recommended to approve

- Option 2 – Based on paying the full entitlement for the first 6 months, then reduce the DHP contribution to 50% for the next 3 months, and if there are reasonable grounds at the end of 9 month period, to extend it for another 3 months at a similar level to manage the DHP budget and to keep within the allocations provided by Government and the HRA top-up of £10,500 for 2016/17 for council tenants. In exceptional circumstances some council tenants will receive 100% award for the full 12 month period by officer discretion

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 8 MARCH 2016

Title of report	CRITERIA FOR IDENTIFYING LOCAL HERITAGE ASSETS: DRAFT FOR CONSULTATION
Key Decision	a) Financial No b) Community Yes
Contacts	<p>Councillor Trevor Pendleton 01509 569746 trevor.pendleton@nwleicestershire.gov.uk</p> <p>Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk</p> <p>Head of Planning and Regeneration 01530 454782 jim.newton@nwleicestershire.gov.uk</p>
Purpose of report	<p>(a) To endorse the draft 'local heritage assets identification criteria', to be published for public consultation</p> <p>(b) To adopt, following the consultation, the criteria, with any amendments agreed by the portfolio holder and Director of Services</p>
Reason for Decision	<p>Adoption of the identification criteria would:</p> <p>(a) Support the aims of the Council Delivery Plan relating to sustainable development, a fair and timely planning and development service and people feeling proud of their homes and communities;</p> <p>(b) Support the council in fulfilling its duties under the Planning (Listed Buildings and Conservation Areas) Act 1990 relating to the designation and review of conservation areas;</p> <p>(c) Support the council in fulfilling the advice of the National Planning Policy Framework relating to the compilation of Local Lists.</p>
Council Priorities	<p>Business and Jobs Adoption of the identification criteria would contribute toward achieving the Council's aims of (a) supporting sustainable development and growth and (b) providing a fair and timely planning and development service.</p> <p>Homes and Communities Adoption of the identification criteria would contribute toward</p>

	achieving the Council's aim of people feeling proud of their homes and communities.
Implications:	
Financial/Staff	There are no financial or staff implications.
Link to relevant CAT	Not applicable.
Risk Management	The risks associated with alternative options are detailed in section 4 of the report below.
Equalities Impact Screening	Not applicable.
Human Rights	Not applicable.
Transformational Government	Not applicable.
Comments of Head of Paid Service	The report is satisfactory.
Comments of Deputy Section 151 Officer	The report is satisfactory.
Comments of Deputy Monitoring Officer	The report is satisfactory.
Consultees	Internal consultation has been carried out with the following staff: <ul style="list-style-type: none"> • Planning & Development (Chris Elston) • Planning Policy (Ian Nelson) • Economic Development (Kay Greenbank)
Background papers	Draft criteria for identifying local heritage assets: Draft for consultation
Recommendation	<p>THAT THE CABINET</p> <p>1. ENDORSES THE DRAFT IDENTIFICATION CRITERIA, AS ATTACHED, FOR PUBLIC CONSULTATION; AND</p> <p>2. DELEGATES THE ADOPTION OF THE IDENTIFICATION CRITERIA TO THE PORTFOLIO HOLDER AND DIRECTOR OF SERVICES.</p>

1.0 BACKGROUND

- 1.1 Council officers have prepared draft *Criteria for identifying local heritage assets*. The criteria would support the identification of locally listed buildings and locally registered gardens, as well as the designation of conservation areas. The draft criteria have been prepared in accordance with best practice (English Heritage, 2012, *Good practice guide for local heritage listing*).
- 1.2 The District Council may compile a list of buildings of local interest (a Local List) or a register of gardens of local interest (a Local Register). The inclusion of a property on a Local List or Local Register would recognise the architectural or historic interest of that property. While these are discretionary functions, they mirror the statutory duties of Historic England in compiling lists of buildings of special interest (Listed Buildings) and registers of parks and gardens of special interest (Registered Parks and Gardens).
- 1.3 These local lists would be compiled by the Conservation Officer, in consultation with the public – including owners and occupiers – and adopted as formal documents of the District Council. The Local List and Local Register would be available to the public.
- 1.4 The District Council may revise a Local List or Local Register periodically, as it receives new evidence relating to properties of architectural or historic interest in the district.

2.0 IMPLICATIONS

- 2.1 The inclusion of a property on a Local List or Local Register would be taken into account in the event that Planning Permission is sought for development affecting that property. The inclusion of a property on a Local List or Local Register is not a local land charge.
- 2.2 The inclusion of a property on a Local List or Local Register would not affect its Permitted Development Rights automatically. Supplementary to the compilation of a Local List or Local Register, the District Council may consider the withdrawal of Permitted Development Rights – i.e. an Article 4 Direction – where the exercise of these rights would harm the interest of the locally listed or registered property.

3.0 CONSULTATIONS

- 3.1 The following organisations would be consulted regarding the draft criteria:
 - Historic England and the seven National Amenity Societies;
 - Leicestershire County Council and relevant Parish Councils;
 - Local history societies (including Ashby; Charley; Coalville; Coleorton; Diseworth; Ibstock; Long Whatton; Measham and Whitwick);
 - Ashby Civic Society;
 - Local museums (including Ashby; Castle Donington; Kegworth and Measham);
 - County history societies including Leicestershire Archaeological & Historical Society and Leicestershire Industrial History Society.

4.0 ALTERNATIVE OPTIONS

4.1 Alternative options available to the cabinet are as follows:

- That the cabinet does not permit council officers to consult the public regarding the draft identification criteria. Local heritage assets may be identified without reference to identification criteria, but this would not be best practice. **This is the ‘do nothing’ option.**
- That the cabinet varies the draft criteria and permits council officers to consult the public as per the recommended option. Variations to the draft criteria may not reflect best practice or advice received during internal consultation.

5.0 NEXT STEPS

5.1 The Planning & Development Team Plan intends to compile a Local List and Local Register for the Coalville Community Forum Area, to be adopted in Q4 of 2016/17.

5.2 It is anticipated that the Local List and Local Register for the Northern Parishes Community Forum Area would be adopted in Q3 2017/18. It is further anticipated that the Local List and Local Register for the Ashby, Measham & Moira Community Forum Area would be adopted in Q2 2018/19. Following the adoption of each Local List and Local Register, they will be kept up to date. At this point, it is reasonable to expect people and organisations, such as local amenity societies and other groups, to put forward other non-designated heritage assets for consideration to be added to the list or register. In the event that sites are put forward in advance of the publication of the draft list or register, it is not intended to assess these at that time, due to the potential for the timetable of this significant body of work to slip under that circumstance.

5.3 It is recommended that following a decision to adopt a Local List and Local Register, the responsibility for amendments would be delegated to the Portfolio Holder for Regeneration & Planning in consultation with the Head of Planning & Regeneration.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 8 MARCH 2016

Title of report	DISABLED FACILITIES GRANTS AND LIGHTBULB PROJECT
Key Decision	a) Financial Yes b) Community Yes
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	Cabinet to note the extension of service delivery of the Council's Disabled Facilities Grants via the Lightbulb project
Reason for Decision	To ensure Cabinet are aware of the ongoing service delivery of Disabled Facility Grants through the Lightbulb project
Council Priorities	Homes and Communities Value For Money
Implications:	
Financial/Staff	NWLDC will continue to fund the administration of NWL Disabled Facilities Grants within the Lightbulb project from within existing revenue budgets
Link to relevant CAT	None
Risk Management	Risk assessments have been completed by the Lightbulb project team
Equalities Impact Screening	None discernible
Human Rights	None discernible
Transformational Government	Working in partnership within the Public Sector to generate improved resident outcomes and efficiency savings for the Public Sector is considered good practice.

Comments of Head of Paid Service	The report is satisfactory.
Comments of Deputy Section 151 Officer	The report is satisfactory.
Comments of Deputy Monitoring Officer	The report is satisfactory.
Consultees	Corporate Leadership Team Blaby District Council
Background papers	Cabinet Report 21 July 2015 Disabled Facilities Grants and Lightbulb Project
Recommendations	<p>THAT CABINET AGREES –</p> <p>A) THE EXTENSION OF THE ADMINISTRATION OF DISABLED FACILITY GRANTS IN THE LIGHTBULB PROJECT WITH BLABY DISTRICT COUNCIL UNTIL 31 MARCH 2017</p> <p>B) ANY FURTHER CHANGES OR EXTENSIONS TO THE DELIVERY OF DISABLED FACILITIES GRANTS ARE DELEGATED TO THE DIRECTOR OF SERVICES IN CONJUNCTION WITH THE PORTFOLIO HOLDER</p>

1.0 BACKGROUND

- 1.1 As stated in the Cabinet report 21 July 2015 the Lightbulb project is a major transformational programme across the 7 District Councils and the County Council which will integrate a range of housing support services such as DFG's, minor adaptations, affordable warmth and handyperson services into a single service available to all. This new service will be easier to access, easier to use and will provide support around an individual's need not an organisations processes.
- 1.2 A governance structure has been created by the Lead Chief Executive from Blaby District Council Sandra Whiles and NWLDC has representation throughout the governance levels as follows;
- Project Board – Glyn Jones Director of Housing
 - Steering Group – Clare Proudfoot Environmental Protection Team Manager
 - Project Steering Group – Minna Scott Public Protection Team Leader
- 1.3 Updates are also regularly provided to Chief Executives meetings, Unified Prevention Board, Health Leads meetings and various other groups.

2.0 NWLDC CONTEXT

2.1 DFG's were introduced in 1989 and are provided in Leicestershire by the local Councils. They provide financial help for disabled people who need an adaptation to their home. This includes people who own their own home, tenants, and people living in houseboats and caravans.

2.2 NWLDC receives an annual government grant to deliver DFG's to residents in need. The grant which used to be paid to Districts direct is now paid to Upper Tier authorities. For 15/16 it was agreed that LCC would passport the grant in total back out to Districts. Some Districts such as NWLDC then add to the grant with their own General Fund monies to allow more grants to be administered.

2.3 DFG grants are generally classed into three categories:-

Category A - Equipment i.e. stairlifts, toilets, hand rails

Category B - Building Works up to £10,000 i.e. level access showers, ramps (minor grants)

Category C – Complex building works more than £10,000 i.e. Extensions (major grants)

3.0 CURRENT POSITION - PILOT PHASE

3.1 NWLDC formally entered into the pilot project on 19 August 2015 until 31 March 2016.

3.2 NWLDC fund the administration of DFG's within the Lightbulb project at an annual cost of £13,407 per annum; pro rata for 15/16 it will be approximately £8,279. This was based on an estimate of officer time.

3.3 The entering into the pilot phase was enshrined through a legal agreement which covered data protection, performance indicators, funding arrangements and also break clauses. The agreement includes a clause allowing the arrangement to be extended beyond 31 March 2016.

3.4 NWLDC have been satisfied with the performance of Blaby DC in delivering the DFG function for NWLDC which is monitored through a Service Level Agreement and monthly monitoring meetings.

4.0 CURRENT PERFORMANCE

4.1 The latest figures supplied by Blaby DC were as at 11 January:

DFG Expenditure £89,430.26 including 12 minor grants and 2 major grants
Approved Grants/Committed £155,227.59 including 23 minor grants and 3 major grants
DFG's Awaiting Approval £195,679.00 including 33 minor grants and 2 major grants

4.2 As at 11 January 2016 there is £117,773 left to be allocated out of ear marked reserves and 15/16 funding.

4.3 Average completion times for grants from referral have reduced since joining the pilot and are continuing to reduce from 36 weeks at the start of the pilot to now taking 25 weeks.

5.0 NEXT STEPS

- 5.1 It was intended that the Lightbulb Project would be in a position to make proposals to all Districts to join the project from 1 April 2016. However, the business case has not been completed and a revised date of June 2016 for a proposal to be circulated for Districts consideration is now being discussed.
- 5.2 As NWLDC performance through average completion times is improving meaning applicants are receiving home improvement grants quicker from referral than prior to entering the project it is proposed to extend the arrangements for a further 12 months until 31 March 2017.
- 5.3 The legal agreement allows for such an extension along with provision for termination if at any point NWLDC wish to withdraw from the project. Monthly monitoring meetings will continue to be held with a further review after 6 months.
- 5.4 It is recommended to give delegated authority to the Director of Services in conjunction with the Portfolio Holder to make any further changes or extensions to the delivery of Disabled Facilities Grants.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 8 MARCH 2016

Title of report	CONTRACT FOR DOG WARDEN AND STRAY DOG KENNELING
Key Decision	a) Financial Yes b) Community Yes
Contacts	Councillor Alison Smith MBE 01530 835668 alison.smith@nwleicestershire.gov.uk Interim Director of Resources 01530 454833 andrew.hunkin@nwleicestershire.gov.uk Head of Legal and Support Services 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk
Purpose of report	To request Cabinet delegate authority for the award of a contract in respect of dog warden and stray dog kennelling services to the Head of Legal & Support Services in consultation with the Deputy Leader and Community Services Portfolio Holder
Reason for Decision	To ensure the Council discharges its statutory function under the Environmental Protection Act 1990 to appoint a dog warden and deal with stray dogs in its area
Council Priorities	Homes and Communities
Implications:	
Financial/Staff	The financial and staffing resources required are included in the approved budget for 2016/17
Link to relevant CAT	Not applicable
Risk Management	The contract's service specification satisfies the Council's needs to allow it to discharge its function to deal with stray dogs.
Equalities Impact Screening	Not applicable
Human Rights	Not applicable

Transformational Government	This relates to the new ways in which local authorities are being asked to deliver their services.
Comments of Head of Paid Service	The report is satisfactory.
Comments of Deputy Section 151 Officer	The report is satisfactory.
Comments of Deputy Monitoring Officer	The report is satisfactory.
Consultees	None
Background papers	None
Recommendations	THAT CABINET DELEGATES THE AWARD OF THE CONTRACT FOR DOG WARDEN AND STRAY DOG KENNELLING TO THE HEAD OF LEGAL AND SUPPORT SERVICES IN CONSULTATION WITH THE COMMUNITY SERVICES PORTFOLIO HOLDER

1.0 BACKGROUND

- 1.1 The Council has a statutory function under the Environmental Protection Act 1990 to deal with straying dogs within its area. At the moment, in order to discharge this function, the Council works in partnership with a contractor.
- 1.2 The Council is required to seize any dog believed to be a stray dog within its district and it is detained at the contractor's kennelling facility.
- 1.3 The Council is responsible for any stray dog for up to 7 clear days from detaining the dog. Under the terms of the draft contract the responsibility for all stray dogs transfers from the Council to the contractor after these 7 clear days have passed. The contractor will make attempts to reunite the dog with its owner. If unsuccessful the contractor has a policy of trying to rehome the dogs for up to a period of 75 days. As a last resort, if a dog cannot be rehomed, it will be put to sleep. In the last twenty three months the contractor has not put any dogs to sleep due to failing to rehome.
- 1.4 The current contract for the appointment of a dog warden and stray dog kennels ends on 31 March 2016. In order for the Council to continue to discharge its statutory function relating to stray dogs, a contract must be in place.

2.0 PROCUREMENT APPROACH

- 2.1 This tender was advertised on Source Leicester and Contracts Finder, the latter being a government website where it is now mandatory to advertise tenders of a contract value exceeding £25,000.

2.2 Tenders were submitted from two companies, both are local suppliers. One of the tenders was rejected on the ground that their annual turnover was not sufficiently commensurate with the estimated value of the contract.

3.0 FINANCIAL IMPLICATIONS

3.1 The annual contract value is estimated at £30,495. This estimate is based on the business volumes experienced in the district in recent years.

3.2 The contract term will run from 1 April 2016 to 31 March 2020 (4 years), making the total estimated contract value to be £121,980.

4.0 STAFFING IMPLICATIONS

4.1 Dog warden duties during week-day office hours (9am to 5pm) will be carried out by staff within the Environmental Health team. The staffing resource required is included within the current base budget.

5.0 SERVICE SPECIFICATION

5.1 The service specification is broadly the same as the current service being provided.

Kennelling

5.2 The contractor will provide a kennelling facility 24 hours a day, 7 days a week.

5.3 The contractor will receive and kennel stray dogs collected by the Council on weekdays from 9am to 5pm

5.4 The contractor will receive and kennel stray dogs from members of the public on weekends 10am to 10pm

Dog Warden

5.5 The contractor will provide a dog warden service weekdays from 9am to 5pm in the event that the Council employees are unable to deliver the service (such instances may include peaks in service demand, holiday cover and unplanned absence)

5.6 The contractor will provide a dog warden service weekdays from 5pm to 10pm by responding to reports of straying dogs. The contractor may then transport any such dogs to the kennels if required.

Emergency Response

5.7 The contractor will provide an emergency response service at weekends from 10am to 10pm, responding to situations involving dogs that are likely to pose a serious public safety risk. All reports of straying dogs brought to the Councils attention via the out of hours help desk on weekdays between 5pm and 9pm and at weekends will be forwarded to the contractor. The contractor will then use their professional judgement to determine if an emergency response is required at the weekend.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 8 MARCH 2016

Title of Report	2015/16 QUARTER 3 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 Interim Director of Resources 01530 454833 andrew.hunkin@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk Director of Housing 01530 454819 glyn.jones@nwleicestershire.gov.uk
Purpose of report	The report provides members of the Cabinet with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for quarter 3 (Q3) (Oct - Dec).
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 2015/16
Implications	
Financial/Staff	The report contains summary performance data on staff management & financial information.
Link to relevant CAT	The report links to the work of all Corporate Action Teams.

Risk Management	Risk management is applicable to all areas of the Council's statutory duties and service provision. Any relevant risks relating to actions set out in the Council Delivery Plan are managed through the Corporate Risk Register.
Human Rights	No direct implications.
Transformational Government	No direct implications
Comments of Head of Paid Service	The report is satisfactory.
Comments of Deputy Section 151 Officer	The report is satisfactory.
Comments of Deputy Monitoring Officer	The report is satisfactory.
Consultees	Corporate Leadership Team
Background papers	(1) Council Delivery Plan 2015/16 - http://www.nwleics.gov.uk/files/documents/council_delivery_plan_2015_16/CDP%202015_16.pdf
Recommendations	THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 3 PERFORMANCE REPORT (OCTOBER – DECEMBER 2015).

PERFORMANCE SUMMARY FOR QUARTER 3

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 Q3 is included in Appendix 1

2.1 Leisure Centres

As at the end of December there were just under 3,000 fitness members as compared to just under 2,700 in 2014. The impact of this is that income levels from memberships have increased by just over 12% in Q3 2015/16 as compared to Q3 2014/15, from £217,826 to £244,101 and are currently over £26,000 ahead of budget.

Listening Week was delivered in early November at Hermitage and Hood Park Leisure Centres. Results are currently being collated and will be reported to the Corporate Leadership Team in Q4.

The Sports Awards were delivered on 26 November at Conkers Discovery Centre. Approximately 300 people attended to recognise the schools, athletes and volunteers who received community nominations and awards for their efforts and achievements in the last 12 months.

The development of the leisure centre Wellbeing Centre has been deferred pending the completion of the new NHS Health and Wellbeing Centre. Works on the NHS facility will commence early February with a 'go live' date planned for May 2016.

Q3 has seen 12 events delivered across Hermitage and Hood Park Leisure Centres, 4 of which were new ones - snooker exhibition, a dog show, Shocktober Fest and the University of Leicester Dancesport. Weekend events fill underutilised space predominantly in sports halls, each with their own commercial business case to increase revenue and secondary spend.

Swim Academy numbers continue to increase. Historically, Q3 sees a decrease in numbers but in 2015 for the first time in 7 years they increased by 42 to 2,075 and are now close to the highest number of participants ever on the scheme. With regards to promotion, this has been achieved through social media posts and the cross-selling of the scheme through children's parties and fitness members. In order to retain existing customers, additional pool space has been secured for the programme at Hood Park LC on Saturday mornings with no detriment to casual swimming usage.

2.2 Housing Services

Preferred partners to help deliver the Council's new homes strategy will be procured and identified once the council has decided on the appropriate procurement route for the agreed schemes.

14 affordable rented units at Pick and Shovel may be ready for letting by the end of February 2016. A meeting has been arranged with East Midlands Housing at the beginning of January to agree the marketing approach and advertising cycle with a view to arranging introductory meeting between new tenants ahead of occupation.

The Acquisitions Policy has been used in conjunction with Cabinet approval, to submit an offer (24 November 2015) to purchase a brownfield site in Coalville.

Survey forms about satisfaction with design and layout of new affordable homes were delivered at start of the quarter. The return rate was relatively low at 17% and the analysis has been completed. A report of the initial findings will be produced and a new group of properties will be surveyed in Q4.

The district lettings plan for 2015-16 was published and implemented in October 2015. CORE training has been arranged for relevant staff in January 2016 and analysis of our lettings data will be undertaken and a draft lettings plan for 2016-17 produced for consideration in February 2016.

The mobile working pilot has been completed and approval obtained, including from the unions, to roll out mobile working to other officers within the Housing Management Team commencing in January 2016.

Improvements in internal communication have enabled properties to be advertised ahead of works being completed which facilitates the allocation of properties in a timely way. Overall, in December, properties have been let within 17 days of the works being completed. During Quarter 3, 138 properties were let which is a significant increase compared with 65 properties let in Quarter 1 and 97 in Quarter 2. The number of properties being terminated has also increased from 78 in Quarter 1, 88 in Quarter 2 to 110 in Quarter 3. The top three reasons for tenancies being terminated in Quarter 3 are tenants transferring (32), tenant passing away (20) and tenant moving to residential care (15). Through the implementation of the Lettings Plan we anticipate the number of tenants transferring will reduce in Quarter 4.

The stand alone average re-let time for Quarter 3 was 60 days, YTD performance of 72 days (a reduction from 76 days YTD at the end of September due to some long term empty homes being allocated). It is now standard to advertise properties prior to the work being completed which should help reduce average re-let times in Q4.

Only one Council tenant has applied for Universal Credit since the go live date of September 2015 and following receipt of DWP funding, the Housing Service will be providing Personal Budgeting Support for claimants with financial difficulties. It is too early to identify any early learning or required amendments to the rent arrears procedure at this stage. Regular contact has been made with DWP to increase awareness of each others' service areas and improve communications.

The final report by the tenants scrutiny panel (TSP) on the inspection of the housing service has been completed and presented to Cabinet. An action plan has been developed by the housing service and approved by the TSP. The TSP has requested quarterly updates on progress of the action plan and these have been scheduled for February, May and August 2016.

The 2015 -20 Asset Management Strategy was approved by Cabinet on 20 October 2015. Actions contained within the Implementation Plan are on track.

The capital investment programme 2016-20 was finalised as part of Asset Management Strategy, although each year's programme will be subject to confirmation as part of the annual HRA budget approvals process.

2.3 Revenues & Benefits

The service is in a good position approaching annual billing and continues to monitor performance on a weekly basis. Processing times for Housing benefit 'changes to circumstances' will improve as a consequence of the number of pension adjustments (uprates) we perform for annual billing. There are currently no backlogs within the team and the roll out of Atlas training has been completed. Training for the treatment of RTI cases is scheduled for February 2016, which will provide added resilience in terms of processing and enhance processing times.

The council tax team continued to make good progress on reducing the volume of incoming work with December recording the lowest amount of items being carried forward, although the collection performance is still below the profiled target. In order to continue the positive trend, a new strategy for completing all council tax tasks was discussed and agreed ready to commence from the first week of January 2016. The new strategy will allow the majority of the team to focus on in year debt and old cases and continue to proactively move the accounts through the recovery stages.

In Q3 the Fraud Team achieved 42 sanctions, HB/CTB 22 sanctions and CTLS 20 sanctions, amount raised of fraudulent overpayment was £99K, with administrative penalties fine raised £10K. The duty of preventing and detecting fraud is a statutory duty of local authorities, the work of the fraud team make a positive impact to this duty to safeguard the public purse.

The Council Tax Discretionary Discount scheme annual allocation for 2015/16 is £33,084, the total amount awarded at Q3 was £26,939, 235 claims, 213 successful claims, case average amount £126.47.

2.4 Refuse & Recycling

A competitive tender process was undertaken in October 2015 and a contract was awarded for plastics. No contract was awarded for the sale of aluminum or steel which will now operate on a spot sell basis to attract the highest market rates available at the time.

Negotiations with staff for reducing staff resources during the winter periods when presentation of garden bins is light have taken place in conjunction with staff and Union representatives. In Q4 garden waste collection rounds will either reduce the staff complement by one loader per round or reduce from 4 rounds to 3 rounds during winter periods only.

South Street car park resurfacing works have been completed with the addition of 1 extra car parking space; improved disabled car park spacing, and more convenient positioning of the pay and display machines.

Following extensive testing, commercial waste collection customers can now pay by direct debit which will reduce the council's costs in collecting fees whilst offering customers greater choice.

Refuse and recycling crews have completed training on using in-cab iPad technology to assist with reporting issues in real time, tracking round progress to ensure resources are used appropriately, and minimising missed bin reports with up to the minute updates.

2.5 Development Control

Planning fee income received to the end of December was £1,228,616 against budget of £750,000.

Performance on processing 'other' applications in Quarter 3 was at 82.80%. Cumulatively, to the end of Period 9 (Q3), performance was at 87.62%. This is well above the national target of 80%.

All major development schemes approved in Q3 scored positively against Building for life good standard.

Planning permission was granted for a B8 unit of total gross internal floor space 118,889 square metres at Beveridge Lane, Coalville. Outline planning permission was granted for 130 dwellings at Jackson Street Coalville and reserved matters approval for 131 dwellings at Bardon Road, Coalville and 94 dwellings at Holywell Spring Farm, Ashby.

Agreement from Portfolio Holder to go out to consultation on the Design Guide. Further changes required to the draft to update and included Developer Guidelines. Further meetings to be held in early January with consultation now expected to be in Quarter 4.

2.6 Environmental Health

Targeted food establishments continue to receive support through frequent compliance visits. Standards at these businesses continue to improve with only 4 of the 22 targeted establishments remaining non compliant with the law. An evaluation of this enhanced support programme has commenced through face to face meetings with the business owners with all business owners visited stating that they place a high value on the service received.

The food safety team continues to make good progress in delivering the inspection programme and is on track to complete 100% of high and medium risk inspections.

A review of the Gambling Act Statement of Licensing Policy was completed with Council approving the new policy. The revised policy will commence on 31 January

A Texting facility is now being used in licensing to communicate with taxi drivers and operators. The owner of every taxi vehicle scheduled for an inspection was sent a safety message reminding them of the importance of getting the vehicle checked over by a mechanic before being examined by a council mechanic. This has had a positive impact with 68% of vehicles passing first time (compared with a monthly pass rate of 62%)

The environmental health services continued to provide a service highly valued by customers. 16 of 17 businesses surveyed described their relationship with environmental health as being 'good' and 100% of people surveyed felt confident that they could rely on the advice received from the regulatory officer.

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 Q3.

3.1 Business & Jobs Priority

An Inspiring Women in Business event, on 2 November 2015, arranged in partnership with the Federation of Small Businesses, aimed to encourage women to re-enter the workforce, gain new skills, start a business or grow their businesses. £10,000 of the Local Growth Plan fund has been allocated to support delivery of a programme of business support, targeting women, for the calendar year 2016/17.

The Enterprising North West Leicestershire business grant scheme has continued to attract Expressions of Interest and Full Applications. Eleven grants have been agreed, totalling £196,000, creating 26 new jobs, and accompanying private sector investment of £1.134m. A review of this scheme is underway as applications in the pipeline suggest the total of potential grants is nearing the available £500,000.

The Coalville shop front improvement scheme has awarded its first grant, to a shop close to the new Royal Oak Court on Coalville's High Street. It is expected that the new frontage will be fitted during February 2016. More than half of eligible businesses along High Street and Hotel Street are in discussion with officers about participation in the scheme.

3.2 Progress against remaining CDP priorities.

Phase 2 of the Improving the Customer Experience (ICE) programme is progressing and on track to complete 70% of the 17 projects by the end of the financial year. This will include improvements to the Council's website to support customer self service options as well as technology improvements which will enable staff to work more efficiently in serving customers.

The governance structure has been reviewed resulting in five work streams reducing to two workstreams with the lead for each of the two workstreams reporting directly to the ICE Board. Additionally, the ICE Board will now be chaired by the new interim Director of Resources. This review will ensure a more efficient structure and the focus required to deliver the projects within each work stream.

4. Financial management update

At the end of the third quarter of the financial year the General Fund and Special Expenses budgets are being managed effectively and there are projections of additional income.

The two key income sources for the Council are Business Rates Retention Income and Planning Fee Income which currently are forecasted to be £1.032m and £600k over budget respectively. The Business Rates Income will be finalised as part of the final Accounts closedown and will vary depending on volatility in growth, bad debts and provision for appeals.

An increasing risk of incurring costs from Planning Appeals has also been identified and there is already £250k in the revenue budget to mitigate this risk. It is proposed to continue to monitor this risk and consider providing further resources from the additional income to cover any costs, if considered necessary.

The Housing Revenue Account is forecasting an overspend of £181k compared to the original budget, consisting of reduced rental income, cessation of the Supporting People grant and associated costs, and additional staffing costs of Housing Management and Repairs.

There is currently a small variance projected on the General Fund Capital Programme.

The Housing Capital Programme now includes the New Build / Affordable Housing Programme and the associated funding. There is also additional spend relating to the final account of the previous year's Decent Homes Backlog programme funded by additional slippage from 2014/15

5. Sickness absence management update

The sickness rate has shown an increase in Q3. If the number of days lost to Q3 continued for the final quarter, the end of year rate would be an average of 9.57 days lost per full time equivalent against a target of 7.4 days. . Analysis of the data shows that there has been a rise in the proportion of days lost to long-term absence (defined as being longer than 10 working days). The percentage share of long term sickness increased in Q3 to 68.78% from 64.92% in Q2. The HR Team have been supporting managers to bring the current long-term cases to a conclusion, and this resulted in four full-time employees on the long term sick list leaving the organisation through ill-health retirement, capability/conduct or other reasons during January.

Analysis of the reasons for absence has shown that Incidents of flu, common colds and viral infection have increased by over 25% during Q3. Days off for these types of illnesses amounted to approximately 23% of the total absence figure.

Two of the other highest reasons of absence are back pains (13% of all absence) and Muscular-Skeletal (14% of all absences). Incidents of Back and Muscular related absences are highest amongst Waste Services and Housing Repairs workers. Since December all Waste Services employees have received certified manual handling training to help reduce the likelihood of work-related injuries.

6. Corporate Risk Register




The updated Corporate Risk Register is attached at Appendix 2. The Council's Risk Management Scrutiny Group reviewed this and recommended only minor changes which the Corporate Management Team agreed at its meeting on 28 April 2015. The review included consideration of the Community Risk Register which the Leicestershire Local Resilience Forum oversees and the Council's own Service Risk Registers. Whilst no new risks were added to the Register an emerging risk relating to the storage of confidential data was identified. This risk is currently being evaluated and may be added when the register is updated for Q1 of 2015/16 and reported to Cabinet in July 2015.

7. 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)

APPENDIX 1

2 PERFORMANCE DASHBOARD – LEISURE CENTRES




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

Budgeted Cost to provide service	£730,450	Total FTE's	82.56	Complaints received	9
Forecasted cost to provide service	£697,079	Total days lost to sickness	146.01 (252.18)*	Compliments received	1

*cumulative days lost

- Leisure Centre Membership income is over £25,000 up on target.
- Swim Academy income is almost £4,000 up on target for the month and £29,000 for the year to date.
- Leisure centres year end deficit is predicted to be approx £15,000, although mitigations are in place to reduce this to £0.
- Grounds Maintenance year end position is a predicted surplus of £13,500 as compared to budget, although this will reduce by £15,000 due to in year salary adjustments.
- Agreement reached with Hinckley and Bosworth BC and Newbridge High School to continue to share the posts of the Health Improvement Officer and Senior Community Leisure Manager in 2016/17. This will generate almost £33,500 income.
- LCC public health have stated there could be a generic 40% cut to Sport and Physical Activity commissioning funding for 2016/17. This will have a significant impact on service delivery and the Physical Activity Development Officer (PADO) resource and delivery options are currently being considered which will be reported to CLT.

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Performance Indicators	Q3 Target	Q3 Actual	Status
Leisure Centre Membership income	£699,725	£725,029	
Leisure Facility Usage Levels (cumulative)	630,000	679,615	
Swim Academy Income	£290,200	£343,702	







2 PERFORMANCE DASHBOARD – HOUSING

Progress against milestones			Progress against Performance Indicators		
12  Green	3  Amber	0  Red	6  Green	0  Red	

Budgeted Cost to provide service	-£182,730	Total FTE's	98.41	Complaints received	59
Forecasted cost to provide service	-£ 1,810	Total days lost to sickness	383.96 (874.79)*	Compliments received	0



*cumulative days lost

- Two new properties provided on a development site in Ashby. Fewer properties delivered during this quarter than anticipated at the beginning of the year following substantially higher delivery than planned during the first two quarters. Cumulative delivery 108 affordable properties compared to target of 65.
- The amount of rent arrears in monetary terms is £303,668 which is 1.69% of the total amount of rent due, and is above target by 1.16% or £200,332. An improvement of £146,920 compared with last month. Through the rent arrears campaign we encouraged tenants in arrears to make payments during the two weeks no rent was due, the result is our best performance at this time of year for the past five years. Past performance profiles show that typically rent arrears will increase by approximately 0.5% during Quarter 4 which will be in line with the anticipated year end performance.
- 89% of new tenants who responded to the survey (24% response rate) were satisfied with the allocation and lettings process.

Performance Indicators	Q3 Target	Q3 Actual	Status
% rent arrears of current tenants	2.85	1.69	
% tenants satisfied with the allocation and lettings process	95%	89%	
Average re-let times (days)	45	71	
Percentage of customers satisfied with adaptations	90%	95%	
Percentage of customers satisfied with responsive repairs	95%	97.1%	
Percentage of customers satisfied with DHIP programme	98%	100%	

Performance Indicators	Q3 Target	Q3 Actual	Status
Number of affordable homes delivered (Quarterly – Cumulative target 110)	18	2	






2 PERFORMANCE DASHBOARD – REVENUES & BENEFITS

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

Budgeted Cost to provide service	£227,410	Total FTE's	23.51	Complaints received	2
Forecasted cost to provide service	£402,260	Total days lost to sickness	149.3 (282.35)*	Compliments received	0

*cumulative days lost

- On April 1 2015 Council Tax arrears opening position was £2.786m and the amount outstanding at the end of December 2015 is £2.089m. Reduction in arrears is £697K which equates to a reduction of 25%.
- HB overpayment outstanding projected at year end is 1.2m.

Performance Indicators	Q3 Target	Q3 Actual	Status
Benefits New Claims	19 days	20 days	
Benefits Change Events	9 days	10 days	
Council Tax in year collection rate	84.9%	84.6%	
Non-domestic rates in year collection rate	83.9%	84.5%	
HB overpayments recovered	23%	37%	

2 PERFORMANCE DASHBOARD – REFUSE & RECYCLING



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

Budgeted Cost to provide service	£1,836,210	Total FTE's	76.12	Complaints received	4
Forecasted cost to provide service	£1,798,282	Total days lost to sickness	295.99 (820.51)*	Compliments received	0

*cumulative days lost

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- 268 tweets about waste services were recorded between Q1 and Q3 advising residents of performance, operational matters, and thanking them for their recycling efforts
- 30 tonnes more recyclable waste collected over the Christmas period compared with the same period last year

Performance Indicators	Q3 Target	Q3 Actual	Status
Income from sale of recyclables (cumulative)			
% of waste recycled (annual target)	46	46.7	
Kgs of waste sent to landfill (annual target)	520	519	

2 PERFORMANCE DASHBOARD - DEVELOPMENT CONTROL





Progress against milestones			Progress against Performance Indicators		
1  Green	1  Amber	0  Red	0  Green	0  Red	

Budgeted Cost to provide service	-£ 93,170	Total FTE's	11.70	Complaints received	3
Forecasted cost to provide service	-£740,920	Total days lost to sickness	7.4 (22.54)*	Compliments received	0

*cumulative days lost

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- 91.00% Customer feedback continues to be received and the satisfaction level remains consistently high.

Performance Indicators	Q3 Target	Q3 Actual	Status
Percentage of customers very satisfied or satisfied with the Planning Service	90%	31%	
Percentage of major planning applications processed within period agreed with applicant	85%	82%	
Percentage of planning applications determined within 8 weeks for minor applications	72%	86%	
Percentage of planning applications determined within 8 weeks for other applications	80%	83%	
Satisfaction with service based on agents and town and parish councils (Establish baseline)	N/A	N/A	NA

2 PERFORMANCE DASHBOARD - ENVIRONMENTAL HEALTH

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

Budgeted Cost to provide service	£351,360	Total FTE's	14.12	Complaints received	2
Forecasted cost to provide service	£305,080	Total days lost to sickness	16 (24.81)*	Compliments received	0

*cumulative days lost

- 16 of 17 respondents said their relationship with environmental health was good
- 16 of 17 respondents said the officer had a good understanding of the pressures faced running a business
- 17 of 17 businesses that said they felt confident that they could rely on the advice received from the regulatory officer

3 COUNCIL DELIVERY PLAN - BUSINESS & JOBS PRIORITY

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

No applicable performance indicators for Q3 (reported annually)

4 PROGRESS AGAINST REMAINING CDP PRIORITIES

Progress against milestones			Progress against Performance Indicators											
27		Green	1		Amber	0		Red	5		Green	0		Red

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 2016. The Council set its Revenue Budget at £10.610m on 24 February 2015.

General Fund – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
NET REVENUE EXPENDITURE	10,610	10,047	(563)
TOTAL FUNDING AVAILABLE	(10,610)	(11,643)	(1,033)
NET(SURPLUS)/DEFICIT	0	(1,596)	(1,596)

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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).	485	522	37

HRA SUMMARY	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
Net cost of service (Total rent income less total expenditure)	(183)	(2)	181

Capital Expenditure	General Fund £ 000	Special Expenses £	HRA £ 000	Total
Approved Budget for the Year	2,130	0	8,367	10,497
C/F from 2014/15	570	169	738	1,477
Approved projects in year	362	4	0	366
Slippage Identified in Year	(989)	0	0	(989)
Total budget for 2015/16	2,073	173	9,105	11,351
Likely outturn for 2015/16 (provisional)	2,079	0	9,983	12,234

Comments on General Fund Variances

- Business Rates Income is forecast to be some £1.032m over budget. This is mainly due to new sites and organic growth.
- Planning Income is forecast to be £600k over budget mainly due to the receipt of few large applications
- Legal income is forecast to be £51k more than budget.
- Council Offices NNDR is forecast to be £141k less than budget due to refunds for 12/13, 13/14 and 14/15 and a revaluation for this year, this is offset by £4.5k professional fees associated with the reduction in RV.
- Capital cost of early retirement is forecast to be £46k more than budget.
- Sports & Physical Activity reduced salary cost of £46k due to vacant post.
- Rent Allowances are forecast to be £144k over budget (Net of Subsidy)

Comments on Special Expenses Variances

- Burial Fee Income is forecast to be £19k less than Budget.
- Forecast includes additional expenditure of £15k for items being funded from balances (Peace Garden, events, Owen Street tree works, Highways verge maintenance, Proms in the park, Christmas Tree and lights)

Comments on HRA Variances

- Housing Repairs and Investment is forecast to be £68k overspent, largely due to agency staffing cost exceeding savings from vacant posts.
- Housing management is forecast to be £35k overspent mainly as a result of additional costs in relation to maternity cover for posts.
- The cessation of the Supporting People grant from the end of September, and associated one off employee costs in the Older Persons Service, partly offset by a new income stream of Control Centre charges, and other employee cost savings has resulted in a forecast overspend of £168k costs.
- Reduced cost on painting (Repairs and Investments) £70k

Comments on Capital Budget

No comments provided

General Fund

General Fund capital forecast out-turn is in line with the revised budget

Housing Revenue Account

Final account of the Decent Homes backlog works programme of £800k has been paid in 2015/16 from previous year slippage identified since the preparation of the original budget.

6 MANAGEMENT OF ABSENCE

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Quarter 1	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Planning & Regeneration	All Directorates
Sickness days lost	0 days long 4.90 days short	337.10 days long 149.16 days short	0 days long 49.62 days short	155.29 days long 56.54 days short	86.33 days long 49.95 days short	5.30 days long 2.00 days short	584.02 long 312.17 short
Total days lost in qtr	4.90 days	486.26 days	49.62 days	211.83 days	136.28 days	7.3 days	896.19 days
Number of FTE's	14.68	194.16	52.70	102.49	58.15	29.62	451.8 days
Average Cumulative no of days lost per FTE	0.33 days	2.5 days	0.94 days	2.06 days	2.06 days	0.24 days	1.98 days

Quarter 2	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	13 days long 4 days short	332.99 days long 160.1 days short	73.36 days long 44.03 days short	168 days long 111 days short	63.76 days long 32.08 days short	5.74 days long 3.70 days short	656.85 days long 354.91 days short
Total days lost in qtr	17 days	493.08 days	117.39 days	279 days	95.84 days	9.44 days	1011.76 days
Number of FTE's	14.01	192.31	52.17	101.38	59.50	30.48	449.85
Average Cumulative no of days lost per FTE	1.56 days	5.09 days	3.2 days	4.82 days	3.9 days	0.54 days	4.23 days

Quarter 3	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
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Sickness days lost	14 days long 2.39 days short	311.35 days long 187.78 days short	194.70 days long 29.10 days short	269.46 days long 114.50 days short	73.71 days long 41.01 days short	0 days long 17.01 days short	863.22 long 391.79 short
Total days lost in qtr	16.39 days	499.14 days	223.8 days	383.96 days	114.72 days	17.01 days	1255.02 days
Number of FTE's	17.4	190.41	53.97	98.41	58.98	30.61	449.78
Average Cumulative no of days lost per FTE	0.94 days	2.62 days	4.15 days	3.90 days	1.95 days	0.56 days	2.79 days

APPENDIX 2

Corporate Risk Register							
Risk Area	Inherent Risk			Control Measures	Residual Risk		
	Impact	Likelihood	Rating		Impact	Likelihood	Rating
Finance & Budget	4	4	16	Monthly management reviews are performed of actual against budgets and forecast to the end of the year. Monthly reporting and challenging at CLT, and reported to Cabinet quarterly Sound policies and procedures are in place. Financial planning processes have been documented and are reviewed regularly. Internal and External audit of systems and accounts. This risk may also need to be reviewed further once the outcome of the Governments spending review is known particularly in the light of the impact it could have on major projects being developed by the Council such as the Coalville project.	4	1	4
Resource Capacity & Capability	4	4	16	Advance planning will mitigate this risk; however should it occur diverting resources from other services, bringing in additional resources from other sources (e.g. Agencies, Consultants, Voluntary/Community sector etc.) would be activated. Market conditions are tested through recruitment processes. The Council offers a package of additional benefits to enhance the recruitment offer. Linked to the above, the Council has developed innovative partnering relationships with other sectors including the private sector to make posts uniquely attractive. Best Employee Experience is a programme to attract and develop the right skills. It is a programme developing the talent within the staff resource through secondments and tailored development programmes.	3	2	6

Contract Management & Procurement	4	4	16	Corporate procurement staff and legal team to support where necessary on contract management. Policies and procedures are in place. Procurement Gateway Board oversees a procurement planning process. Training programme in place for staff. Given the progress that has been made to date the likelihood of this risk materialising could potentially be reduced although this needs to be balanced against future key staffing changes.	3	2	6
Information Governance & Data Protection	4	4	16	Policies and procedures are in place. Corporate Governance training is undertaken annually and includes information governance as appropriate to reflect changes in legislation. The Council has a dedicated SIRO. Corporate Governance Groups are in place to scrutinise impacts/issues arising.	4	2	8
Emergency Planning & Business Continuity arrangements	4	4	16	Business continuity plans have been documented, policies and procedures are in place, initial continuity plans are in place to allow access to the service through alternative mechanisms (Hermitage Leisure Centre). An Business Continuity exercise showed the Council had sound arrangement in place	3	1	3
Effective IT Systems & Procedures	4	4	16	Fully resilient environment in place with no single points of failure for core systems, other critical systems use cold standby equipment. New business services are being run in remote fully resilient data centres and existing systems are being progressively migrated to these cloud computing centres. Data is backed up to a second disk unit offsite at Hermitage Leisure Centre. Improved business recovery arrangements have been implemented to minimise recovery time. Once email has been migrated to the cloud the impact could be reviewed.	3	2	6
Project & Programme Management	4	4	16	Progress is shared with regularly with CLT, experienced PRINCE 2 staff are used on projects. Use of external resources is also being used to support the Coalville project,	4	3	12
Governance, Policies & Procedures	4	4	16	Policies & procedures in place, governance processes are documented and in operation, ongoing assessments and reviews are performed.	4	1	4

Assessing the likelihood of a risk:

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

Assessing the impact of a risk:

1 Low	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
3 High	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
4 Very high	An incident so severe in its effects that a service or project will be unavailable permanently Strategic priorities are not met

	<p>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>
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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 8 MARCH 2016

Title of report	FORMER TENANT RENT ARREARS, CURRENT TENANT RENT ARREARS, COUNCIL TAX, NON DOMESTIC RATES AND SUNDRY DEBTOR WRITE-OFFS
Key Decision	a) Financial No b) Community No
Contacts	Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Chief Executive 01530 454500 christine.fisher@nwleicestershire.gov.uk Interim Director of Resources 01530 454833 andrew.hunkin@nwleicestershire.gov.uk Financial Planning Manager 01530 454707 pritesh.padaniya@nwleicestershire.gov.uk
Purpose of report	To agree write-offs over £10,000 and receive details of debts written off under delegated powers.
Reason for Decision	To comply with proper accounting practices.
Council Priorities	Value for Money
Implications:	
Financial/Staff	There is no additional financial effect as all the debts are met from the Authority's bad debt provision.
Link to relevant CAT	None
Risk Management	Regular reviews of debts for write off mitigates the risk that the Council's accounts do not reflect the true level of recoverable income. It is also part of an effective arrears management strategy.
Equalities Impact Screening	Not applicable.
Human Rights	None discernible.
Transformational Government	Not applicable.

Comments of Head of Paid Service	The report is satisfactory.
Comments of Deputy Section 151 Officer	The report is satisfactory.
Comments of Deputy Monitoring Officer	The report is satisfactory.
Consultees	None.
Background papers	All papers used in compiling the report contain exempt information under paragraph 3 of Part 1 to Schedule 12A Local Government Act 1972
Recommendations	<p>1. THAT CABINET APPROVES THE WRITE OFFS OVER £10,000 DETAILED IN THIS REPORT.</p> <p>2. THAT CABINET NOTES THE AMOUNTS WRITTEN OFF UNDER DELEGATED POWERS.</p>

1.0 DOUBTFUL DEBT PROVISIONS

1.1 Provision is made in the accounts as follows:

	As at 1 April 2015	Write offs to date (under delegated powers)	Amounts written off over £10,000 approved by Members	Balance Available
Council Tax	£1,576,011.00	£88,259.00	£0.00	£1,487,752.00
Non Domestic Rates	£602,296.00	£93,190.00	£422,744.60	£86,361.40
Housing Rents	£170,790.00	£67,169.82	£0.00	£103,620.18
Sundry Debtors/Housing Benefit Overpayments	£1,230,487.16	£217,606.97	£0.00	£1,012,880.19

2.0 FORMER TENANT RENT ARREARS

2.1 There are currently no former tenant rent arrears for which we seek approval for write-off.

2.2 The amounts written off under delegated powers, in accordance with the thresholds outlined in the write off policy are as follows: There are 70 cases under £1,000 which amount to £16,704.57. Of these, 25 are uneconomical to pursue (£1,252.08), 35 are unable to trace (£12,457.28), six which are statute barred (£2,201.84) and four where the tenant is deceased and there is no estate (£793.37). There were 24 cases over £1,000 which amount to £36,239.95. Of these, 22 are unable to trace (£33,177.20) and two are statute barred (£3,062.75). There were 28 cases who received a bereavement allowance which amount to £8,584.85.

3.0 CURRENT TENANT RENT ARREARS

3.1 There are currently no current tenant rent arrears for which we seek approval for write-off. There were no current rent arrears written off under delegated powers.

4.0 COUNCIL TAX

4.1 There are currently no council tax debts over £10,000 for which Cabinet's approval for write off is sought.

4.2 The amounts written off under delegated powers, in accordance with the thresholds outlined in the write off policy, are as follows: Seven cases under £100 which amounts to £199.51. Of these, one case has absconded (£38.79), one case is deceased with no assets (£29.51), two cases are insolvent (£49.77), three cases are uneconomical to collect (£81.44). There are 25 cases between £100 and £1,000, which amount to £9,685.00. Of these, 16 have absconded (£6,502.44), four are insolvent (£1,861.45), three are debt relief orders (£757.10), one case is severe hardship (£368.43) and one case is statute barred (£195.58). There are four cases between £1,000 and £10,000 which amount to £5,753.94. Of these, three have absconded (£4,638.19) and one is uneconomical to collect (£1,115.75).

4.3 The full list of reasons for writing off debt includes:

- Bankruptcy or a Debt Relief Order is in place
- Deceased – No assets in the estate.
- Debtor Absconded / No Trace
- Company in liquidation/dissolved or ceased trading with no assets
- Severe Hardship and/or Serious health Issues
- Statute barred i.e. we cannot legally pursue the debt as there has been six years since the debt fell due and no action has been taken to collect the debt.
- Uneconomical to collect i.e. it is not financially viable to take further action for e.g. due to the low level of the debt, they have gone abroad etc.

4.4 Writing off debts is only considered where all appropriate recovery and enforcement measures have been taken, or, where the council are legally prohibited from pursuing the debt.

4.5 Each year the council produces a recovery timetable which details the dates on which the statutory Reminders, Final Notices and Summonses are to be despatched. The letters issued are designed to maximise collection by prompting tax payers to pay their missed instalments in a timely manner, thereby avoiding further enforcement action taking place. A leaflet is included with the reminders to explain what happens next should payment not be made.

4.6 For all outstanding debt, the council takes the recovery action outlined in the bullet points below:

- If payment is not received by the instalment due date shown on the bill, a reminder notice is issued.
- If payment is received within seven days the tax payer may continue with their original instalment plan. If they default again within the year, then one further reminder notice is issued. If they do not pay, the following steps are taken.
- If payment is not received by the date on the reminder notice, a court Summons is issued. The Summons advises them of the date and time that the Council will

attend a Magistrates Court hearing to apply for the award of a Liability Order against them.

- Once a Liability Order is obtained, the Council has a number of enforcement options open to them in order to secure payment of the debt.

4.7 Liability Order Action

Once a Liability Order has been obtained each debt is looked at and a decision is made as to the most appropriate course of action to take from the list of available options below. It is only after all of these have been considered and/or pursued that the debt is put forward for write off.

1. Apply to the debtor's employer for an Attachment of Earnings.
2. Apply to the DWP for a deduction from the debtor's benefits
3. Instruct an external enforcement company (bailiffs) to collect the debt on the council's behalf.
4. If the bailiff company are unsuccessful, the Council could commence committal proceedings against the debtor.
5. If the debtor owns their own home a Charging Order could be made against the property.
6. If the debt is over £750, bankruptcy proceedings could be commenced against the debtor.

When considering the final three options on the above list, the Council must always be mindful of the individual circumstances of the debtor and the financial impact on the Council of pursuing each option. Additional costs will be incurred when utilising any of these options.

5.0 NON DOMESTIC RATES (NDR)

- 5.1 There are currently two Non Domestic Rate debts over £10,000 which amount to £33,746.04 for which Cabinet's approval for write off is sought. There is one case where the company has gone into liquidation (£12,850.29) and legally we can take no further recovery action against these debts. The second case is where there is no prospect of payment and consideration has been given to all of the available recovery options and the company has no assets (£20,895.75).
- 5.2 The amounts written off under delegated powers in accordance with the policy thresholds are as follows: There are two cases under £100.00 which amount to £28.63 and are uneconomical to collect. There are three cases between £100 and £1,000 which amounts to £1,120.24. Of these, one case has absconded (£646.00), one case is insolvent (£182.28) and one has insufficient recovery data to enforce (£291.96). There are nine cases between £1,000 and £10,000 which amount to £35,930.98. Of these, two cases have absconded (£11,261.46), five cases are insolvent (£19,789.28) and one case has insufficient recovery data to enforce (£3,244.30) and one case is hardship (£1,635.94).
- 5.3 As with the recovery of Council Tax, for Business Rates, writing off debt is only ever considered as a last resort. Often companies, sole traders or partnerships become insolvent and the Council is prohibited from taking any further action as all of their outstanding debts are included within the Administration, Liquidation or personal bankruptcy.
- 5.4 The Council follows the same recovery process for Business Rates as for Council Tax. However, once the Council has obtained a Liability Order there are only a limited

number of enforcement actions that can legally be pursued. In most cases, where a payment arrangement or contact cannot be made, the Council refers the case to external bailiffs. If they are unsuccessful, the Council then has three further options to consider before putting the debt for write off. These options are:

- Committal (For sole traders and partnerships only)
- Security for Unpaid Rate (this is the equivalent of a Charging Order on a property but this can only be done with the ratepayers agreement)
- Insolvency Proceedings

6.0 SUNDRY DEBTORS (INCLUDES NON CURRENT HOUSING BENEFIT OVERPAYMENTS PRE 2011)

- 6.1 There are currently no sundry debtor cases over £10,000 for which Cabinet's approval for write off is sought
- 6.2 There were no cases that have been written off under the Head of Finance's delegated powers.
- 6.3 The recovery process varies dependant on the type of debt. Generally the debtor will receive a minimum of two reminder letters the final stating that recovery through the county court will take place in the event of non payment. Once judgement is obtained the normal recovery methods are available such as attachment of earnings/ benefit etc.

7.0 CURRENT HOUSING BENEFIT OVERPAYMENTS

- 7.1 There are currently no sundry debtor cases over £10,000 for which Cabinet's approval for write off is sought.
- 7.2 The amounts written off under delegated powers, in accordance with the thresholds outlined in the write off policy, are as follows: Three cases under £1,000 which amount to £689.32. Of these, one case has absconded (£180.00) and two cases are deceased with no assets (£509.32). There are two cases between £1,000 and £10,000 which amount to £3,852.03. Of these, one case is insolvent (£1,229.61) and one case is severe hardship (£2,622.42).
- 7.3 For all outstanding benefit overpayment debt, the council takes the recovery action outlined in the bullet points below:
- An invoice is issued giving 14 days to make payment, or to contact the council.
 - If payment is not received a first Reminder is issued, followed by a second reminder two to three weeks later.
 - If payment is not received a 'CIS' (DWP database) check is carried out to assess if an attachment of benefit is appropriate. If benefit cannot be attached the account is sent to an external bailiffs collection team with no cost to the Council. However, they have no powers to enforce the debt at this stage only to collect it.
 - If the cases are returned, each case is checked and a decision is made as to whether it is appropriate to start legal proceedings in the County Court.
 - If judgement is obtained in the County Court, the following enforcement options are available to consider:-
 1. Attachments of Earnings (deduction of customer's wages, at source by employer)
 2. Warrants Control (the use of County Court Bailiff, or High Court Sheriff)

3. Third Party Debt Orders (Utilises the customer's bank account to extract payment)
4. Charging Order (the debt is secured on the customer's house)
5. Insolvency (petition for bankruptcy)

Likely to contain exempt information under paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Agenda Item 14.

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Agenda Item 15.

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