

Meeting	CABINET
Time/Day/Date	5.00 pm on Tuesday, 4 March 2014
Location	Board Room, Council Offices, Coalville
Officer to contact	Democratic Services (01530 454512)

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

AGENDA

PART A

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MINUTES of a meeting of the CABINET held in the Board Room, Council Offices, Coalville on TUESDAY, 11 FEBRUARY 2014

Present: Councillor R Blunt (Chairman)

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

In Attendance: Councillors P Hyde, J Legrys and S Sheahan

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

92. APOLOGIES FOR ABSENCE

There were no apologies received.

93. DECLARATION OF INTERESTS

There were no interests declared.

94. PUBLIC QUESTION AND ANSWER SESSION

There were no questions received.

95. ADMISSION OF ADDITIONAL ITEM

RESOLVED THAT:

By reason of special circumstance in that an additional item of business needs to be considered before the next meeting of the Cabinet, the item entitled "Award of Temporary Agency Staffing Contract" be considered at this meeting as a matter of urgency in accordance with Section 100B(4)(B) of the Local Government Act 1972.

Reason for decision: To enable the consideration of urgent business.

96. MINUTES

Consideration was given to the minutes of the meeting held on 14 January 2014.

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

RESOLVED THAT:

The minutes of the meeting held on 14 January 2014 be approved and signed by the Chairman as a correct record.

Reason for decision: To comply with the Constitution.

97. GENERAL FUND AND SPECIAL EXPENSES REVENUE BUDGETS 2014/15

The Corporate Portfolio Holder presented the report to Members.

He advised Members that the Council's financial position had improved, as the savings that had been needed, had been reduced from £1.5m to nearer £700k. This was through increased efficiency, additional income generated locally and by national policy changes, and that this in turn meant that the Council Tax could be frozen for the fifth year running and a number of savings proposals considered in December including charging for Green

Waste collections and increases in car parking charges would not go ahead, and that the existing concessions for people on means-tested benefits would be retained.

He also informed Members that the report contained details of the projected outturn for 2013/14 and that there was a forecast underspend of £876k. He advised Members that these resources would provide a fund to further the Council's priorities.

The Members expressed their thanks to the Chief Executive and her team for all their hard work in enabling the Council to achieve the position.

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

RESOLVED THAT:

1. The level of reserves and assurance statement by the Section 151 Officer in section 7 of the report be noted.

2. Council be recommended:

- a. To approve the transfer of the surplus income over expenditure in 2014/15 to the General Fund Reserve at 31 March 2015.
- b. To approve the implementation of the budget savings for 2014/15 set out in appendix 2.
- c. To approve the General Fund Budget for 2014/15.
- d. To approve the Coalville Special Expenses Budget for 2014/15.
- e. To approve the other Special Expenses Precepts for 2014/15.

Reason for decision: To enable the Council to set a balanced budget for 2014/15 as required by statute.

98. HOUSING REVENUE ACCOUNT BUDGET 2014/15 AND RENT INCREASE

The Housing Portfolio Holder presented the report to Members.

He advised that there was a small reduction in the forecast surplus of £131k, which was mainly due to a reduction in expected rental income, due to an increase in empty properties and increased sales through Right to Buy.

He informed Members that it was proposed to increase rents again in line with the rent convergence policy, increase rents for garages and it was recommended to increase ground rents at Appleby Magna Caravan Site.

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

RESOLVED THAT:

- 1) The Assurance Statement by the S151 Officer in section 8 be noted,
- 2) The Council be recommended to:
 - a) Approve the increase of 3.2% (average increase 19 pence) in garage rents for 2014/15.

- b) Approve the average increase of 1.02% (2 pence per week) in the weekly service charge for 2014/15.
- c) Approve the ground rent increase at Appleby Magna Caravan Site of 3.2% (74 pence per week) on the anniversary of each individual rent agreement in 2014/15.
- d) Approve the Lifeline charges increase of 3.2% (Between 6 pence and 10 pence per week) from 1 July 2014.
- e) Approve that Council House Rents in 2014/15 be increased in accordance with the Government's Rent Restructuring Policy by an average of 5.78% (average increase £4.30 per week).
- f) Approve the Housing Revenue Account budget for 2014/15 attached as appendix A to the report.

Reason for decision: To enable the Council to set a balanced Housing Revenue Account Budget for 2014/15.

99. CAPITAL PROGRAMMES GENERAL FUND - COALVILLE SPECIAL EXPENSES AND HOUSING REVENUE ACCOUNT (H.R.A) PROJECTED OUTTURN 2013/14 AND PROPOSED PROGRAMMES 2014/15 TO 2017/18

The Corporate Portfolio Holder presented the report to Members and drew their attention to the addendum that was included in the additional papers.

He advised Members that the report contained the projected outturn for the current financial year and that there were sufficient resources available to finance the schemes as detailed within the report.

The Housing Portfolio Holder updated Members on the H.R.A Capital Programme.

He informed Members that following recent surveys, the volume of work indicated was higher than that in the HRA Business Plan and that to complete the whole year's programme it was estimated that approximately £1.9m extra would be needed.

He advised Members that the Council was in the process of conducting a Value For Money assessment and that a full report would be brought back to Cabinet to consider in March.

The Chairman stated that the Authority wanted to ensure all homes were decent by 2015 following the decision to keep the housing stock. He also took the opportunity to thank, on behalf of the Cabinet, the Head of Housing, the Housing Management Team Manager and their team for the sensitive way in which they were handling the Fire Risk Scheme at the Caravan Site at Appleby Magna.

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 2013/14 and Planned Financing be noted.
- B. Council be recommended to approve expenditure in 2014/15 as per:
 - appendix "A" General Fund and Special Expenses Capital Schemes
 - appendix "B" for HRA Capital Schemes and in 2015/16 these schemes only:
 - £617,000 for the vehicle replacement programme, as highlighted * in appendix "A"

- C. Cabinet notes the proposed procurement routes and delegates the authority to award the contracts, as detailed in section 7 (procurement options) of this report and waive contract procedure rule 5.14 in respect of the car park resurfacing to be undertaken in the 2014-2015 year.
- D. Cabinet notes the two issues relating to the available budget for the 2014/15 Decent Homes Improvement Programme, and the recently identified additional number of non decent homes, and agrees to receive a further report detailing the implications for the 2014/15 Capital Programme at the Cabinet meeting on 4 March 2014.

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

100. THE TREASURY MANAGEMENT STRATEGY STATEMENT 2014/15 AND PRUDENTIAL INDICATORS 2014/15 TO 2016/17

The Corporate Portfolio Holder presented the report to Members.

He informed Members that this was an annual report, which Cabinet needed to consider in order to make recommendations to Council and that the Statement, as proposed complies with statutory, regulatory and professional requirements.

He advised Members that it outlines the expected treasury operations for the forthcoming financial year and it fulfils the four key requirements of the Local Government Act 2003, and then highlighted to Members key points of each section of the Strategy.

He thanked the Head of Finance and his team for the work that had been put into the Statement.

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

RESOLVED THAT:

Cabinet

- 1) Re-adopt the CIPFA Treasury Management in Public Services: Code of Practice;
And
- 2) Recommend the Treasury Management Strategy Statement 2014/15, Prudential Indicators -revised 2013/14 and 2014/15 to 2016/17, and the Annual Minimum Revenue Provision Statement, for approval by Full Council.

Reason for decision: These are statutory requirements.

101. MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY

The Community Services Portfolio Holder presented the report to Members.

She updated Members on some of the projects that had benefited from the Coalville Special Expenses and advised that she had attended the Events Task and Finish Group where discussions had taken place around closer working with the Coalville Town Team on events in Coalville.

The Chairman expressed his thanks to the Members of the Coalville Special Expenses Working Party for the hard work that they had done.

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

RESOLVED THAT:

Cabinet approve the recommendations made by the Coalville Special Expenses Working Party as detailed within the minutes attached at appendix 1 of the report.

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

102. EXCLUSION OF PRESS AND PUBLIC

RESOLVED THAT:

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

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

103. AWARD OF TEMPORARY AGENCY STAFFING CONTRACT

The Corporate Portfolio Holder presented the report to Members.

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

RESOLVED THAT:

Cabinet awards the Council's Temporary Agency Staff Contract to Comensura via the ESPO MSTAR Framework.

Reason for decision: To ensure a continued delivery of the service provision and move to a contract which provides greater value for money.

The meeting commenced at 5.00 pm

The Chairman closed the meeting at 5.34 pm

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 4 MARCH 2014

Title of report	HOUSING REPAIRS SCHEDULE OF RATES AND RELATED SUPPORT CONTRACTS
Key Decision	a) Financial Yes b) Community Yes
Contacts	Councillor Roger Bayliss 01530 411055 roger.bayliss@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk Head of Housing 01530 454780 chris.lambert@nwleicestershire.gov.uk
Purpose of report	The report requests that Cabinet delegate authority to award the Schedule of Rates Contract to the relevant bidder who submits the most economically advantageous tender for this work. This is an existing, approved HRA Capital / Revenue Budget that has been allocated to deal with these issues.
Reason for Decision	To ensure the continued service provision is delivered in an effective and efficient manner to support the work carried out by the In House Repairs Team
Council Priorities	Value for Money Business and Jobs Homes and Communities
Implications:	
Financial/Staff	Financial implications contained within existing budgets, no staffing impact
Link to relevant CAT	Not applicable
Risk Management	The report addresses the proper procurement of a contract to provide support for the In House Repairs Team, which minimises risks to the Council from failed service repairs.
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory

Comments of Deputy Monitoring Officer	The report is satisfactory
Consultees	Procurement Legal Services Audit
Background papers	None
Recommendations	IT IS RECOMMENDED THAT CABINET DELEGATES AUTHORITY TO AWARD THE HOUSING REPAIRS SCHEDULE OF RATES CONTRACT AND RELATED SUPPORT CONTRACTS TO THE DIRECTOR OF SERVICES IN CONSULTATION WITH THE HEAD OF FINANCE (SECTION 151 OFFICER) AND THE HOUSING PORTFOLIO HOLDER.

1.0 BACKGROUND

- 1.1 The Council's In-house Repairs Team (IRT – formerly known as the DLO) completes an average of 80% of the day to day and void property repairs required to Council tenants' homes. Since July 2010 they have been supported in the delivery of the repair service by a single contractor (Laker BMS), who were procured through an OJEU (Official Journal of the European Union) compliant procurement process, and are responsible for the delivery of approximately 20% of the repair work. Being supported in this way offers flexibility to effectively manage the peaks and troughs in demand for repairs to be completed, and allows a compliant route to engage sub contractors for specialist works which the IRT does not have the skills to complete.
- 1.2 The contract with Laker is coming to an end in July 2014 and a procurement exercise is currently being undertaken to select a new contractor / contracts to be let in advance of July 2014 for the next contract period.
- 1.3 As part of this process it is proposed that we change the scope of the works to be included in the core tender process to remove a number of specialist services, and commission them separately, rather than engage them as sub contractors to the Schedule of Rates (SOR) contractor which has been the practice in the past. It is also intended that we include the provision to complete one off rewiring in the SOR contract to ensure we have adequate capacity to complete these when required.

2.0 PROCUREMENT ROUTES

- 2.1 The contract length and procurement route for the SOR support contract were jointly considered by members of our repairs, legal, procurement and internal audit teams and a 4 year contract term (2 years with an option for two further 1 year extensions) via an OJEU process was agreed as the recommended procurement route. This proposal was endorsed by the Council's Corporate Leadership Team on 4 February 2014.
- 2.2 It was also agreed that removing some of the repetitive works from within the SOR support contract and procuring them as separate, smaller contracts, would best support the needs of the service and would also generate opportunities for local contractors to bid through our Buy Local initiative, thus increasing the opportunity for local SMEs to work with North West Leicestershire District Council. Where we are proposing to access existing framework agreements we intend to encourage sub contracting opportunities. Details of the proposed contracts and the procurement routes are attached as Appendix 1.

- 2.3 After soft market testing for contractors to undertake responsive re-wires, it was agreed that it would be prudent to re-tender the SOR contract with the inclusion of these re-wires.
- 2.4 The contract value for the SOR support tender will be set as being between £400,000 and £600,000 per annum based on our assessment of the projected volume of work. The contract will include clauses stating that there are no guarantees of uniformity of work by type, frequency or amount and therefore the contract sum is indicative of the anticipated requirement which is dependant on budgets, circumstances and client requirements. Details of the values of the other support contracts are as detailed in Appendix 1.

3.0 PROCUREMENT EVALUATION

- 3.1 The winning contractors for the SOR support contract and the asbestos surveying and removal contract will be selected using the evaluation criteria set out within the Invitation to Tender. The other support contracts will be awarded based upon the most appropriate mechanism depending upon the framework procurement route to be used (as detailed in Appendix 1).
- 3.2 The scoring criteria which will underpin this process was devised to award the most economically advantageous tender, and will incorporate price (40%) and quality (60%) criteria. Assessment of bids will be by an internal panel which will also include a Tenant Representative.
- 3.3 The award of these contracts will achieve financial efficiencies through using both robust tender processes and accessing market tested framework agreements, which will deliver the best value for money for the Council.
- 3.4 Cabinet is requested to delegate authority to award the SOR contract and further contracts to the Director of Services to ensure that service continuity can be maintained, and the handover period between the current and future contractors can be managed as effectively as possible.

4.0 FINANCIAL IMPLICATIONS

- 4.1 The works being procured through this process are a continuation of existing services, and will be funded by the existing approved Housing Revenue Account budget provisions for Housing Repairs.

Housing Repairs Support Contracts – February 2014

	Service Required	Current Spend	Contract Length	Contract Value	Procurement route
1	Schedule of Rates Support Contractor for responsive and void repairs	£400k to £600k pa	4 years	£1.6m to £2.4m	OJEU compliant tender process
2	Drain inspection and jetting services	£43,000 pa	4 Years	£172,000	Efficiency East Midlands framework agreement
3	Scaffold Services	£75,000 pa	2 Years	£150,000	ESPO contract (only 2 years due to expiry of ESPO agreement)
4	Roofing repairs	£75,000 pa	4 Years	£300,000	LHC Framework
5	Asbestos surveying and removal services	£50,000 pa	4 Years	£200,000	OJEU compliant tender process
6	One-off doors and window replacement	£120,000 pa	4 Years	£480,000	LHC Framework

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 4 MARCH 2014

Title of report	MAJOR AIDS AND ADAPTATIONS CONTRACT - DELEGATION OF AUTHORITY TO AWARD
Key Decision	a) Financial Yes b) Community Yes
Contacts	Councillor Roger Bayliss 01530 411055 roger.bayliss@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk Head of Housing 01530 454780 chris.lambert@nwleicestershire.gov.uk
Purpose of report	The report requests that Cabinet delegate authority to award the aids and adaptations framework agreement to the Director of Services in consultation with the Housing Portfolio holder to the most economically advantageous tenderers for each lot. This work is to be funded from the Housing Capital / Revenue Budgets that has been allocated to deal with these issues.
Reason for Decision	The level of expenditure on this contract exceeds the authority threshold in the Scheme of Delegation. To ensure the delivery of service provision.
Council Priorities	Value for Money Business and Jobs Homes and Communities
Implications:	
Financial/Staff	Financial implications contained within existing budgets, no staffing implications
Link to relevant CAT	Not applicable
Risk Management	Not applicable
Equalities Impact Assessment	Not applicable
Human Rights	None discernible

Transformational Government	Not applicable
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Deputy Monitoring Officer	The report is satisfactory
Consultees	Procurement, Legal Services , Audit
Background papers	None
Recommendations	THAT CABINET DELEGATES AUTHORITY TO AWARD THE CONTRACTS FOR THE PROVISION OF AIDS AND ADAPTATIONS WORKS TO THE DIRECTOR OF SERVICES IN CONSULTATION WITH THE HOUSING PORTFOLIO HOLDER.

1. BACKGROUND

- 1.1 In certain circumstances, some of our older and/or disabled tenants may require aids and adaptations to their homes, to help them live more comfortable lives. The provision of alterations to Council Tenants' homes is not a statutory duty, but as a responsible landlord we make an annual budget provision to carry out this work. The Council also offer a Disabled Facilities Grant service, which is predominantly aimed at owner occupiers and people in the private rented sector.
- 1.2 Before completing work to a property, an assessment is made in line with our Aids and Adaptations Policy, to ascertain if the requested improvement is appropriate for the tenants and the property. Where possible we encourage tenants to move to empty properties that are already converted, and in a very limited number of cases we have to refuse adaptations, because they are not economically viable (such as fitting a level access shower in a three bedroom house where there is no disabled access to the first floor).
- 1.3 The aids and adaptations work to each property is normally specified by a medically trained Occupational Therapist and is prioritised based on the assessed level of medical need.
- 1.4 Work required under the Aids and Adaptations Programme is currently delivered by our In-house Repairs Team, and whilst this is proving successful it is considered that given the value and nature of the work, delivery through a contract would be a more cost effective option.
- 1.5 A procurement exercise is therefore currently underway which will be concluded before April 2014 to select a number of contractors who will be best able to carry out this work. The process used to determine the procurement route is described in section 2.

2. PROCUREMENT ROUTE

- 2.1 In order to procure contractors to deliver the required Aids and Adaptations Programme in a timely way various procurement options were considered in accordance with the Council Contract Procedure Rules. Following this appraisal, it was agreed to undertake a full procurement exercise and let the required work as four separate lots based on geographical areas of the District with three contractors per lot. Details of these lots are attached in Appendix 1. This approach was designed to offer local contractors the opportunity to bid for the work, in support of the Councils "Buy Local" initiative and this approach will also allow the opportunity to conduct mini tenders between contractors for appropriate items of work to ensure value for money is obtained. By procuring the work required in smaller Lots, this will enable local SME's who do not meet the qualification criteria and/or do not have the capacity to deliver the whole contract, the opportunity to submit bids based on their preferred geographical areas of work. It also retains the opportunity for larger contractors to bid for multiple Lots, so a direct comparison in terms of cost and quality can be made as part of the evaluation process.
- 2.2 A restricted tendering process is therefore being used, and the required notice has been published on Source Leicestershire, North West Leicestershire District Council's website and the Delta eSourcing Portal.
- 2.3 The proposed contract period will be four years, on the basis of an initial two years with two further single year options to extend.
- 2.4 In order to award the contracts arising from this procurement exercise in a timely manner, Cabinet is requested to delegate authority to do this to the Director of Services in consultation with the Housing Portfolio holder.

3. RESOURCE IMPLICATIONS

- 3.1 The maximum anticipated expenditure for the Aids and Adaptations contract, over a two year initial term with two single year options to extend is £1.43 million. This is illustrated in Table 1 below on an annual basis, with the funding requirement having been included in the Housing Revenue Account Business Plan financial modelling.

Table 1 – Four Year Funding Profile for Aids and Adaptations Works

Year	Budget
2014/15	£380,000
2015/16	£350,000
2016/17	£350,000
2017/18	£350,000
TOTAL	£1,430,000

4. PROCUREMENT EVALUATION

- 4.1 All acceptable bids will be evaluated against the criteria set out within the Invitation to Tender. The scoring criteria which will underpin this process has been devised to award the most economically advantageous tender. The evaluation process will be adjudicated by an officer panel which included a tenant representative.
- 4.2 The award of these contracts will achieve financial efficiencies through having completed a robust market testing process to identify the best prices available for this work in the market. The evaluation will assess a composite mixture of quality and price, 60% for quality and 40% price. The detailed scoring criteria have been devised to ensure the award of the most economically advantageous bids submitted for specific lots defined in the tender.

Appendix 1

DETAILS OF GEOGRAPHICAL LOTS TO BE USED FOR THE AIDS AND ADAPTATIONS PROCUREMENT

Lot One	Lot Two	Lot Three	Lot Four
Castle Donington,	Bardon,	Coalville,	Oakthorpe & Donisthorpe,
Kegworth & Whatton,	Hugglescote,	Ashby Holywell,	Measham,
Thringstone,	Greenhill,	Ashby Ivanhoe,	Appleby
Whitwick	Snibston	Valley	Ibstock & Heather.
Breedon.	Ravenstone & Packington.	Moria.	

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 4 MARCH 2014

Title of report	LEICESTER AND LEICESTERSHIRE ENTERPRISE PARTNERSHIP ECONOMIC PLANS
Key Decision	a) Community Yes b) Financial No
Contacts	Councillor Tony Gillard 01530 452930 tony.gillard@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk Head of Regeneration and Planning 01530 454782 david.hughes@nwleicestershire.gov.uk
Purpose of report	To provide to Cabinet with an overview of the Leicester and Leicestershire Enterprise Partnership's (LLEP) key strategic plans and the links to Council's local growth plan
Reason for Decision	To agree which priority investment projects will be incorporated into the Leicester and Leicestershire Enterprise Partnership's Strategic Economic Plan
Council Priorities	Business and Jobs Homes and Communities
Implications:	
Financial/Staff	There are no direct implications at this stage. There may be if projects require match funding and investment from the Council.
Link to relevant CAT	Business CAT
Risk Management	If North West Leicestershire's growth projects are not included in the Leicester and Leicestershire Enterprise Partnership's Strategic Economic Plan the District will not benefit from significant capital investment to stimulate growth.
Equalities Impact Assessment	None

Human Rights	None
Transformational Government	Partnership working with Leicester and Leicestershire Enterprise Partnership (LLEP), Leicestershire District Councils, the County and City Councils, National Forest, developers, landowners, public sector estate bodies (including the Homes and Communities Agency) local businesses and their representative bodies.
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Deputy Monitoring Officer	The report is satisfactory
Consultees	Business Growth Forum Various Development and Business Interests
Background papers	Draft Strategic Economic Plan (SEP) and EU SIF are available on the LLEP website http://www.llep.org.uk/SEP
Recommendations	<p>THAT CABINET:</p> <p>(i) ENDORSES IN PRINCIPLE LEICESTER AND LEICESTERSHIRE ENTERPRISE PARTNERSHIP'S STRATEGIC ECONOMIC PLAN (SEP), DELEGATING THE FINAL APPROVALS TO THE CHIEF EXECUTIVE IN CONSULTATION WITH THE LEADER;</p> <p>(ii) SUPPORTS THE SUBMISSION OF THE CITY DEAL (WHILST THERE ARE STILL FINAL MINOR NEGOTIATIONS UNDERWAY WITH CABINET OFFICE), DELEGATING THE FINAL APPROVALS TO THE CHIEF EXECUTIVE IN CONSULTATION WITH THE LEADER;</p> <p>(iii) RECEIVES AN OUTLINE OF THE EUROPEAN STRUCTURAL AND INVESTMENT FUNDS (ESIF) STRATEGY</p> <p>(iv) ENDORSES THE NORTH WEST LEICESTERSHIRE LOCAL GROWTH PLAN</p>

1. BACKGROUND

- 1.1. The Government's response to Lord Heseltine's review of local economic development confirmed its commitment to negotiating a Growth Deal with every Local Enterprise Partnership (LEP), building on the success of City Deals. Through Growth Deals, Local Enterprise Partnerships can seek freedoms, flexibilities and influence over resources from Government; and a share of the new Local Growth Fund (LGF) to target their identified growth priorities.
- 1.2. This Local Growth Fund has been set at over £2bn for the year 2015/16 with a commitment to at least maintain this level to 2020/21. In return for these flexibilities, the Government will expect evidence of real commitment from Local Enterprise Partnerships (LEPs) to the growth agenda, including the development of ambitious, multi-year Strategic Economic Plans (SEPs). They also expect the local authority members of LEPs to take up the challenge of putting economic development at the heart of all they do and work collaboratively across the LEP area.

2. STRATEGIC ECONOMIC PLAN (SEP)

- 2.1. The Leicester and Leicestershire Local Enterprise Partnership (LLEP) is required by central government to submit a Strategic Economic Plan (SEP) by 31st March 2014. The draft SEP seeks to negotiate a Growth Deal with Government of £252m of LGF over the period 2015 to 2020 with a request for just over £51m in 2015/16 across three themes of Place, Business and People.
- 2.2. The LLEP submitted its draft SEP to Government on 19th December 2013. The plan sets out the long term economic vision for Leicester and Leicestershire and outlines the investment priorities over the period 2014 to 2020.
- 2.3. The priorities outlined in the draft SEP are to:
 - Enhance Leicestershire's role as a major economic centre, with an innovative and industrious city at its core
 - Unlock the Leicester Strategic Regeneration Area as a major place of transformation creating a thriving, dynamic leading UK City for work, living and cultural activity
 - Attract over £2.5bn private sector investment by 2020
 - Generate 45,000 additional private sector jobs by 2020 (over and above the Office for Budget Responsibility employment estimates)
 - Unleash the innovative potential of our universities and deliver the Loughborough Science & Enterprise Parks
 - Further develop the MIRA Enterprise Zone
 - Develop the logistics and distribution sector to create agglomeration effects as far as East Midlands Airport and the Strategic Rail Freight Interchange (SRFI) development by Roxhill

- Reduce levels of unemployment by 50%
- Support 15,000 businesses to accelerate growth and stimulate over 1,000 start ups
- Develop a skilled workforce to meet current and future economic needs
- Increase the proportion of the working age population qualified to NVQ4 so that it is in line with national figures
- Increase our GVA from £19bn to £23bn by 2020

2.4 The Cities Minister, Greg Clark, has provided formal feedback to LEPs on their draft SEPs and met with the LLEP on 6th February 2014. Each Council has been invited to consider and support the draft SEP. The LLEP Board in March will approve the final SEP and it will be submitted as a Final Plan on 31 March 2014, with the Award decision likely to be in July 2014 and funding available from April 2015. The current version of the SEP is available on the LLEP website <http://www.llep.org.uk/SEP> and will continue to be updated during the negotiations with the Cabinet Office.

2.5 Due to the timetabling and ongoing negotiations with Government, it is proposed to delegate authority to the Chief Executive in consultation with the Leader to approve the final SEP.

3 CITY DEAL

3.1 Leicester and Leicestershire is a diverse and dynamic part of the Midlands and its success is integral to driving economic growth in the United Kingdom. The area is home to just under a million residents and over 32,000 businesses, many of which are in the manufacturing and logistics sectors. Leicester and Leicestershire also benefits from its location at the heart of the UK road network and close proximity to both the second largest freight handling airport in the UK and London (by rail). The area provides employment for 435,000 people and generates an estimated gross value added of £19.4 billion.

Despite these strengths Leicester and Leicestershire faces a series of challenges: more than 25,000 jobs were lost between 2008 and 2011 (nearly twice the national average); youth unemployment is high within the City of Leicester and parts of the county; and whilst 70% of small and medium enterprises have plans for growth many find accessing the right type of business support is complex. Local businesses also note the difficulties in filling their vacancies.

3.2 As part of the area's wider Growth Strategy the City Deal seeks to tackle these key barriers. Over its lifetime the LLEP predicts the City Deal will deliver:

- A new employment scheme targeted at 16-24 year olds that will reduce youth unemployment by 50% by 2018, deliver 3,000 new apprenticeships and 1,000 traineeships and work placements.
- An innovative new employment and training scheme for young offenders.
- Improved co-ordination of business support services and a range of innovative business support programmes. These will support further growth in Leicester and Leicestershire's small and medium enterprises and contribute to job growth.

- A new pan-Midlands supply chain initiative that will support the growth of manufacturing and engineering small and medium enterprises.
- New infrastructure that will support the expansion of Loughborough University Science and Enterprise Park (providing 8 hectares of new employment land) and unlock a new Advanced Technology Innovation Centre. This new centre will create 755 new jobs and safeguard a further 400.
- £30 million of local and national public sector investment.
- £103 million of private sector investment.

3.3 To assist in achieving these objectives, Government will provide £16m of additional funding to complement local partners financial contributions and commitments.

3.4 As part of the City Deal negotiations, local authority partners have also committed to the following

- Leicester City Council plans to consult on its draft preliminary Community Infrastructure Levy schedule in February 2014 with an Examination at the end of 2014.
- Charnwood Borough Council, Melton Borough Council and North West Leicestershire District Council have active Local Plan processes running and will consider Community Infrastructure Levy activities as part of these processes.
- Harborough District, Oadby and Wigston, Hinckley and Bosworth and Blaby will consider the Community Infrastructure Levy in light of their local market conditions, revised regulations and infrastructure requirements.
- All local authorities in Leicester and Leicestershire will work together to upload all relevant information onto the e-Pims database. Leicester City Council and Leicestershire County Council will upload their information by April 2014 and all district councils within Leicestershire will upload their information by December 2014.
- All local authorities in Leicester and Leicestershire will meet with the Government Property Unit to discuss local best practice on asset management and their future plans in this policy area.

3.5 The successful conclusion of the City Deal with Government demonstrates the capacity of local private and public partners to work collaboratively towards the regeneration of the Leicester and Leicestershire economy. This partnership approach has also been evident in the development of the LLEP's European Union Structural Investment Funds (ESIF) Strategy and the SEP and further reports will be brought to Council or Cabinet on these plans.

4. EUROPEAN STRUCTURAL AND INVESTMENT FUNDS (ESIF) STRATEGY

4.1 The Government has given LEPs a significant role in the next EU Structural Funds Programme 2014 -2020 including responsibility for developing an ESIF strategy, selecting projects, identifying match funds, and ensuring that spend and outcome targets are achieved. The final ESIF Strategy was submitted to Government on 31st January 2014.

5 NORTH WEST LEICESTERSHIRE LOCAL GROWTH PLAN

- 5.1 In order to ensure that North West Leicestershire is promoted for economic growth and regeneration funding opportunities, many of which in future will be directed through LLEP, the Council has developed a Local Growth Plan which has supported the development of the SEP. The LGP is attached at Appendix 1 and outlines initiatives and projects, which the Council would wish to promote as LLEP priorities over the next three years.
- 5.2 The LGP for North West Leicestershire sets out the priorities and objectives which will not only drive forward economic growth in the district but will create cross boundary benefits across Leicester and Leicestershire. It provides a framework for directing local activities, securing inward investment, and raising the confidence of the business sector in local delivery.

6. LGP PRIORITIES

- 6.1 The LGP has been developed with ongoing consultation with local businesses and working with the Business Growth Forum. For projects and initiatives to be successfully incorporated into the LLEP SEP they will have to illustrate the following:
- Clear evidence of need and impact
 - Value for money case for intervention – including match funding and/or private sector leverage.
 - Deliverability
 - Support from local business.
- 6.2 Key capital projects and initiatives included in North West Leicestershire's Local Growth Plan include:

Investment in Road Infrastructure to Unlock Growth

- Bardon Urban Extension – Hugglescote Crossroads and link road to Bardon Grange.
- Major Improvements to Flagstaff A42 and M1 J22.
- Network improvements to ease development pressure around East Midlands Airport and Donington – complimenting infrastructure investment proposed by Roxhill.
- Investment in other major housing and employment sites to unlock and accelerate development and private investment.

Investment in new technologies to promote business growth

- Promoting environmentally friendly motor sport at Donington Race Track
- Developing Bio-Fuel project at the National Forest.

Developing a “Property Ladder of Opportunity”

- Investing in the development and expansion of the District’s and County’s portfolio of industrial workspace to support start-up businesses and SME growth in Coalville.

Place Based Initiatives

- Supporting regeneration and promotion projects for developing the retail offer of Coalville and market towns/villages – open space and public realm projects.

Talent for North West Leicestershire Business

- Mapping and then co-ordination of successful initiatives which are linking youth and long term unemployed to employment opportunities in North West Leicestershire

6.3 Draft versions of the Local Growth Plan have been used to help inform the development of the SEP and Cabinet is now asked to endorse the final version of the Local Growth Plan. Once this is endorsed the next steps will be to develop a more detailed action plan related to the priority projects.

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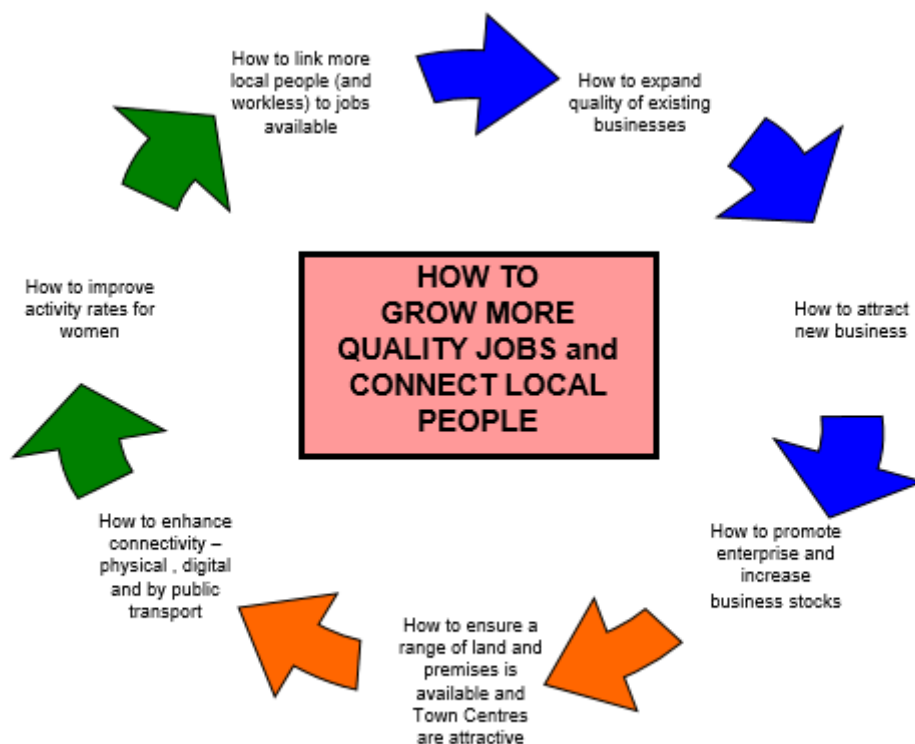
North West Leicestershire Local Growth Plan

2014 - 2018

February 2014

1 North West Leicestershire

- 1.1 North West Leicestershire sits at the fulcrum of the Midlands, strategically located between Birmingham, Derby, Leicester and Nottingham, hosting East Midland’s airport and straddling the A42/M42 and M1 corridors. It is an area primed for rapid economic growth. Our location has proved to be a major attraction to inward investors and developers and our indigenous businesses are growing strongly after the economic slowdown. We have an experienced workforce, excellent natural environment (including being at the heart of the National Forest) and have areas of attractive and accessible countryside.
- 1.2 Delivering economic growth is critical to the wellbeing and prosperity of the District’s population. As a result of the current Coalition Government’s financial reductions to the public sector, there is an increasing reliance on local income such as business rates to support local authorities – therefore stimulating growth will continue to be a strong component of how vital local public services are funded. North West Leicestershire District Council is keen to ensure that opportunities are realised, so that our growth potential can be fully grasped. At the same time, we also recognise that a number of challenges need to be addressed, in particular accessibility to areas of new opportunity and also making sure that local residents have the skills and attain a -level of education that businesses need to be successful.



- 1.3 This Local Growth Plan sets out how North West Leicestershire District Council, working with partners, will work to stimulate growth within our local economy. It sets out our ambitions, but is also realistic as to where the public sector can make a difference and where our limited resources will be best applied. The plan runs from 2014-2018, the likely point of

major review within key strategic documents and funding streams that will be the main external source of investment into economic growth in the District.

2 Background to the Local Growth Plan

2.1 This Local Economic Growth Plan sets out the growth priorities for North West Leicestershire to 2018. The Growth Plan has been facilitated by North West Leicestershire District Council, working with a range of partners active in supporting economic growth and inclusion. The development of our Growth Plan has run concurrently with the consultation process for economic strategies for Leicester and Leicestershire.

2.2 Our Local Economic Growth Plan is built upon consultation with:

- Leicester and Leicestershire Enterprise Partnership
- Leicestershire County Council
- North West Leicestershire Business Growth and support partnership
- Inward Investment Group and the wider private sector
- Other public sector bodies and partnerships

2.3 An initial Growth Plan was prepared in November 2013, alongside other Districts, to contribute to the preparation of the draft Strategic Economic Plan for Leicester and Leicestershire and within this the EU Structural and Investment Funds Strategy and the finalisation of the Leicester City Deal. After the shaping of these documents, a further draft of the Growth Plan has now been prepared in order to establish the priorities for future investments. In doing so, it assesses the likely drivers of future growth and sets out the issues that need to be addressed. The aim is that this will be a “live” document rather than simply a promotional one and our plan will be refreshed and updated on a regular basis.

2.4 The structure adopted within the Leicester and Leicestershire Strategic Economic Plan is based around making the most of the area’s strongest assets in terms of **place** (environment, infrastructure, quality of life) **people** (skills, employment, entrepreneurial spirit) and **businesses** and ensuring that these three key gears of the economy function effectively together and have positive inter-relationships. The overall aim is to deliver a drive for growth and prosperity through creating a better connected, more talented economic base, able to thrive in the global market place. North West Leicestershire has a major contribution to make to achieve these aims.

3 Strategic Context

3.1 Partners across Leicester and Leicestershire have been working with LLEP over the last year to develop a strategic framework that will identify collective priorities and provide a vehicle for directing a range of additional resources, including a Growth Deal with Government. The preparation of these documents is principally to ensure the LLEP area is well placed to bid for Government funds in the future.

3.2 The overall **Leicester and Leicestershire Strategic Economic Plan** will underpin the Growth Deal negotiations with Government and will be finalised at the end of March 2014. It is anticipated that the Growth Deal itself will be concluded by June/July 2014 and new resources will be available from April 2015. The present draft seek to deliver projects and investment that will:

- generate an additional 45,000 private sector jobs over and above what is forecast within the Office for Budget Responsibility (OBR) employment estimates and increase our share of knowledge intensive activity
 - Reduce levels of unemployment by 50%
 - Support 15,000 businesses to accelerated growth and stimulate over 1,000 start ups
- 3.3 The plan identifies a small number of Growth Nodes along with Transport Growth Corridors to develop a high quality transport infrastructure that will unlock development opportunities and reduce congestion to help accelerate business growth.
- 3.4 The Strategic Economic Plan provides an overarching framework for a number of significant programmes, including the **Leicester and Leicestershire City Deal**, which over its lifetime will deliver upto £16million investment, improved co-ordination of business support services and a range of innovative business support programmes - along with a new employment scheme targeted at 16-24 year olds that will reduce youth unemployment and deliver additional apprenticeships, traineeships and work placements.
- 3.5 The **EU Structural and Investment Funds Strategy (EU-SIF)** has been developed alongside the Strategic Economic Plan and provides a framework for the allocation of €126M of EU funds from 2014 – 2020. The Strategy was submitted in January 2014 and focussed on a number of Thematic Objectives covering innovation, ICT, SME competitiveness, low carbon infrastructure, employment development, addressing social inclusion and enhancing skills.
- 3.6 The resources being made available through the above strategies and programmes provide an important opportunity to assist with implementation of the projects and themes identified in the North West Leicestershire Growth Plan. Careful consideration will need to be given to maximising the impact of the District’s own investment given finite resources available.

4 People

Demographics

- 4.1 Since 2000 the population of North West Leicestershire has increased by over 10% and now stands at 94,000, with just under two thirds being of working age¹. Much of the population lives in the two main towns in the District, Coalville (32,987) and Ashby-de-la Zouch (13,049)².

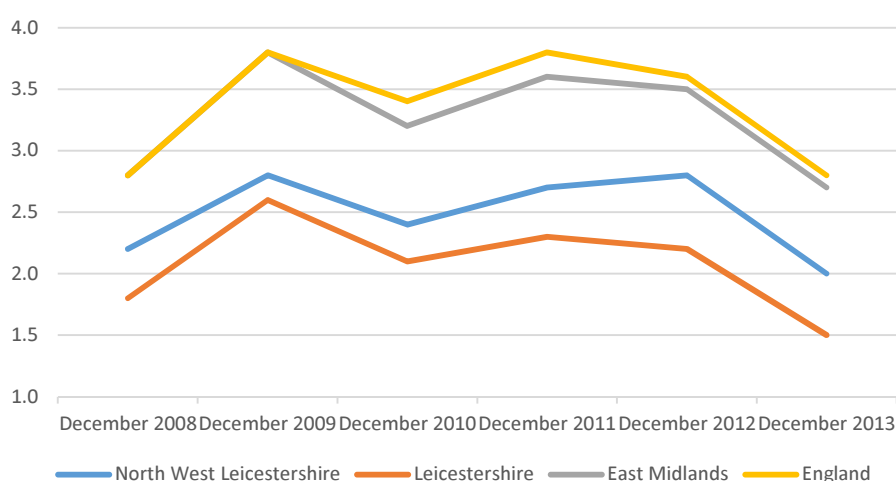
Economic Activity Rates

- 4.2 Economic activity rates for men (at 85%) are higher than both the national, regional and county average, but conversely they are considerably lower for women (67.6%). There is clearly a latent economic potential to expand the female labour force within the area, with a strong link to the District’s economic structure as identified in section 6. Increasing the employment rate for women will also have an impact on median/mean household earnings within the District.
- 4.3 Unemployment within North West Leicestershire has generally been slightly higher than the rate across Leicestershire (1.5%) and currently 2% of the working age population are on Job Seekers Allowance. However the claimant rate is significantly lower than the regional and national average, both of which are over 2.5%.

¹ ONS (2012) Mid-Year Population Estimates

² Leicestershire County Council Population Estimates from 2001 Census

Job Seekers Allowance Claimant Count Comparisons



- 4.4 There remain pockets of much higher claimant rates and economic activity across the District, especially in the Coalville and Greenhill wards which have much higher than the national average claimant rates³.

Young People

- 4.5 The Youth claimant count across North West Leicestershire aged 18-24 is 4.3%, which is lower than both the regional and national averages, but considerably higher than the rate for Leicestershire, which is 2.7%. Youth unemployment has fallen sharply across the District and as of June 2012 was actually higher than regional and national rates and stood at 7.6%⁴.
- 4.6 However, longer term unemployment (12 months plus) remains at about the regional average (1% of the total age cohort) and identifying and supporting this cohort to engage with the Employment Gateway and other services will be a key priority for the District. Reducing NEET (Young people not in employment, education or training) rates (building on the success of the Talent Match programme) should also remain a priority, with high pockets of NEET in Coalville in particular.

Skills and Qualifications

- 4.7 A major challenge for North West Leicestershire is the level of skills and qualifications within the local workforce and the ability of local labour to compete. Process manufacturing is in a cycle of continually shedding lower skilled labour and there is more competition for higher order technical jobs from a wider geography.
- 4.8 As of December 2012, only 22% of the working age population had NVQ Level 4 or above. Despite some strong fluctuations, the NVQ is no different to the rate in 2004. Indeed the level of NVQ level 4 qualifications in the workforce has fallen by almost a third over the past two years alone. The rate is lower than both the East Midlands (29%) and Leicestershire (30.4%).
- 4.9 The picture is better for NVQ Level 2, with 70.1% of the workforce being qualified to this level, which is higher than the regional average at 70%, but lower than the Leicestershire rate at 72.4%.

³ NOMIS (2014) December 2013 Claimant Counts, ONS (2014) 2011 Census Working Age population in North West Leicestershire wards

⁴ NOMIS (2014) Monthly claimant counts

Earnings

- 4.10 Workplace average hourly pay in North West Leicestershire is above the Leicestershire and regional average, but is lower than the County for residence based earnings. Resident i.e. those that live in the district, based hourly pay for women is lower than the County and region, although it has increased sharply over the past two years, whereas average gross hourly pay for men has fallen (whilst increasing in Leicestershire). It is important to support activity that allows residents to access some of the higher paid employment the District is clearly generating coming out of the economic slowdown.

Table 4.1 Median Hourly Pay by Workplace and Residence

	Workplace (2013)			Residence (2013)		
	Men £	Women £	Total £	Men £	Women £	Total £
North West Leicestershire	11.73	9.26	10.9	12.52	9.41	11.16
Leicestershire	12	8.99	10.36	13.19	9.7	11.45
East Midlands	11.84	9.25	10.5	12.14	9.52	10.78
England	13.13	10.38	11.75	13.14	10.41	11.76

Source: Nomis (2013) Annual Survey of Hours and Earnings

Key Priorities

A number of important initiatives have been identified, but key actions are;

Develop and/or engage with programmes to support more women enter the labour market through employment and self-employment and promote positive local role models through local media and networks

Attract resources and capacity through EUSIF/SEP to promote social inclusion and get people back into employment (particularly young people unemployed for other 12 months) – including increasing the number of apprenticeships/work placements on offer within the District

Extend and develop the successful Talent Match programme to support young people to work and reduce NEET rates

Engage with local/regional HE/FE providers to increase the learning infrastructure within North West Leicestershire – including supporting aspirations to access the FE Capital Fund

Engage with local schools and colleges to improve education attainment across the district

5 Place

- 5.1 Our location and environment has been a considerable driver for the economy of North West Leicestershire, be that in terms of natural resources, natural assets and the location of strategic national and international transport links.
- 5.2 Much of the District remains rural in character with some attractive countryside in places. The principal town is Coalville and smaller settlements are found at Ashby de la Zouch, Castle Donington, Ibstock, Kegworth and Measham. The population is just over 90,000 and is expected to rise by around 20% by 2031 through planned housing growth. It is the most deprived District in Leicestershire with an ageing population. Coalville is the main retail

centre although many people have indicated they would like a much better range of facilities. The District lies at the heart of the National Forest, with Ashby de la Zouch the only town the National Forest Trail goes directly through, and also contains a number of leisure and visitor attractions such as Donington Race Circuit, Snibston Discovery Centre, Conkers Visitor Centre and Ashby Castle.

- 5.3 North West Leicestershire is located in the centre of England, on the western boundary of the East Midlands within relatively close proximity to the major cities of Birmingham, Leicester, Derby and Nottingham. It has excellent strategic Motorway links but no rail passenger services. The location of regional and nationally significant activities at East Midlands Airport and Castle Donington inevitably means that more people commute into the District than leave it to find work. Conversely some 60% of residents that commute out of the District do so to seek better paid managerial and professional work.
- 5.4 The economic, physical and social profile of an area is the result of generations of activity and can have differing imprints in different communities. Whilst the profile may change rapidly as industries decline and new activities come in, the sense of place can be more resistant to change. For Ashby, with an ancient castle and a home in the history books it is rather different to say Coalville, as the name implies developed rapidly in response to massive industrialisation and lacks the distinctiveness of a historic market town. The present legacy is therefore a complex patchwork and in planning for growth, place matters.
- 5.5 New development relies on the timely provision of infrastructure and investment – this includes essential utility services, as well as a host of other things including access to transport, schools, open space, community, health and leisure services. Preserving the best of the past and addressing deficiencies to develop new amenities will be an important element in successfully planning for growth. The North West Leicestershire Local Plan which is currently being prepared, which will provide the local planning framework to coordinate future investment.
- 5.6 Of major significance to North West Leicestershire are plans for the East Midlands Gateway by Roxhill Developments – a Strategic Rail Freight Interchange (SRFI), providing nationally significant new rail and road connected large-scale distribution and storage facilities will further enhance the Districts profile. Alongside proposed expansion around East Midlands Airport and other contributions from Donington Park and Marks and Spencers, these projects, known as the East Midlands Enterprise Gateway, if implemented, will likely pull in employees from a very wide catchment and ensuring opportunities are available to local people will be a major challenge. Based on current proposals, some of these projects will be affected by proposals for the HS2 rail line.
- 5.7 Our Growth Plan also recognises the porous boundaries we have and the importance of working with neighbouring areas to support growth that can be mutually beneficial. There are six key strands to our work on “Place”

Employment Land and Premises

- 5.8 Ensuring an adequate range of choice of land and premises in areas where the market wishes to invest is a fundamental requirement of any plan to promote growth. The district benefits from a wide range of existing provision from older industrial estates to new employment parks. These include modern mixed premises at Westminster Industrial Estate at Measham where occupiers include Plastic Omnium Automotives large factory employing 400+ and Donington Hall, recently acquired by Norton Motorcycle Company as their corporate HQ and production base. Bardon 22 is a large employment park adjacent to the

M1 and there are other industrial estates closer to the main settlements. Alongside all this are specialist facilities such as air freight depot at East Midlands Airport and the nearby proposed rail freight interchange at the East Midlands Gateway.

- 5.9 The LLEP Strategic Economic Plan identifies four core geographical 'growth nodes' to accelerate infrastructure projects and programmes in order to achieve benefits of economic agglomeration. These sites are critically linked to investment in developing key transportation corridors. It included a key ambition that this investment will support growth along the M1, A42/M42 and A511 corridors. It is important we work with LLEP to secure the required public and private investment to develop and accelerate such schemes.
- 5.10 Local planning policies also recognise the need for additional employment land to provide for a wider urban extension focussed around Coalville with additional modest allocations in smaller settlements. Land, sites and premises attractive for service sector activities will provide opportunities to boost female economic activity rates.
- 5.11 As the Growth Plan is implemented, the need for specialist provision such as Incubation Centres and other managed workspace will be explored as part of an Asset Management Strategy. This approach will encourage more knowledge intensive activity and build greater diversity and resilience in the economy. This could potentially involve partnerships with HE/FE to enhance their footprint within the District and linking with efforts to develop LLEP growth sectors not presently well represented in the area.

Housing

- 5.12 Significant housing growth is planned over the next 15 years and this can be a stimulus to growth through the construction jobs provided and the increase in local purchasing power from new residents. This provides a considerable opportunity to transform our town centres and creates an opportunity to make the critical infrastructure investment to pave the way for additional employment sites.
- 5.13 Through the former Regional Spatial Strategy the Housing Market Area (HMA) identified sufficient land within the area to accommodate the necessary housing requirements. Housing growth will be accommodated by Sustainable Urban Extensions (SUE's) one of which is planned for South East Coalville.
- 5.14 This may accommodate up to 4,000 additional dwellings and this increase in local purchasing power can provide a catalyst for investment in town centre regeneration. The recession has exacerbated issues of viability, caused a sharp fall in development values and led to a dramatic reduction in the level of development activity. Reductions in public spending have reduced the ability of public investment to bridge the investment gap in the provision of housing, employment land and infrastructure.
- 5.15 The development of the South East Coalville SUE has presently stalled. Overall the acceleration of development of all Leicestershire's SUEs is of key importance to the Strategic Economic Plan (notably as SUEs are mixed sites with employment land and primary infrastructure). LLEP intend to develop an Infrastructure Development Fund to stimulate additional housing completions within SUEs and Strategic Regeneration Areas. Given local circumstances, accessing this resource is likely to be highly significant in implementing a comprehensive Local Growth Plan.

Low Carbon

- 5.16 'Greening' housing infrastructure is a major priority across the wider county given resilience issues in energy supplies and with the high unit cost of energy removing disposable household income from the local economy. Through EU Structural Funds, LLEP wish to develop a partnership with the National Housing Federation/European Investment Bank to retrofit 5,000 social housing units to tackle one of the major components of fuel poverty (and wider poverty). North West Leicestershire could potentially play a major part in this programme as well as with parallel plans to invest in older industrial properties to improve their energy efficiency. The District has a total stock of 5,970 social houses.
- 5.17 There is also scope to further advance proposals for the development of bio fuels across the National Forest.

Connectivity

- 5.18 Despite its excellent location, there remain a number of challenges to be tackled in relation to connectivity. Businesses with major transportation and logistics requirements are drawn to areas with excellent transport connections to major urban areas, a locally available and competitive labour force and low land values for the scale of developments required. In order to maintain this advantage in light of the extension of the core logistics and advanced manufacturing corridor northwards along the M1 (where rent and labour are cheaper) it will be important to extend the supply of development sites and take advantage of a reduction in journey times through Highways Agency investment along the spine of the M1.
- 5.19 The opportunities for multi-modal freight around East Midlands Airport on the Roxhill site, which would be more competitive with increased road/rail/air interchanges and links. This will mean developing a co-ordinated programme between the Highways Agency, the Local Transport Board, the District Council and Developers/Landowners to open up new sites. Other significant issues are;
- Congestion on Motorway/Trunk routes needs to be reduced, notably at key junctions
 - Whilst the proposed HS2 line delivers no benefit to the District, we are keen to explore wider opportunities for rail transport in the area. There are no passenger rail services in North West Leicestershire although a freight-only rail line currently connects Leicester with Burton-on-Trent via Coalville and Ashby.
 - The area is heavily reliant on car borne transport as a means of getting to work. Public transport needs to be improved to allow more local residents to connect to job opportunities within and outside the district boundaries.
- 5.20 After phase one of the Ivanhoe Line was completed in the mid-1990s it had been planned that phase two would extend the line to Burton-on-Trent, often referred to as the National Forest Line. However, the scale of capital cost and an annual operating subsidy have meant that this has not been viewed as a feasible option in the near future but the introduction of new rail passenger services remains a long-term ambition. Indeed, viability is expected to be significantly improved as a result of planned employment and housing expansions and the Council may wish to explore the feasibility of re-opening this line, particularly if the proposed HS2 rail route is eventually approved by Government.
- 5.21 Developing High Speed Broadband connectivity is important for some areas of the District and we continue to work closely with Leicestershire County Council to ensure investment is made in those areas, notably in rural areas. Much of our more rural areas are missing out on connectivity to High Speed Broadband and the business opportunities that this brings

Town and Local Centres

- 5.22 Investment in our town and local centres is a major component in improving their attractiveness both for local people wishing to live there and investors committing resources to economic growth. Working with local communities and businesses will help to coordinate investment and make the greatest impact which will include investment in town centre regeneration in Coalville, with the aim to improve retail and leisure amenities and develop a more distinctive identity. It will also support public realm investment.

Visitor Attractions

- 5.23 North West Leicestershire has a range of attractions aimed at those attending specific events or day visits. These include Donington Race Circuit, including a new programme of international races involving electric vehicles; Snibston Discovery Centre; Conkers Visitor Centre at the heart of the expanding National Forest and Ashby Castle.
- 5.24 The Visitor Economy is one that LLEP wishes to develop further. Leicester and Leicestershire is currently ranked 33rd out of 39 LEP areas for total number of overnight stays between 2010 and 2012 and 32nd for total visitor spend. LLEP wish to develop and enhance the quality of the overall tourism offer, including culture and sports, supported by focused place marketing. It also wishes to stimulate additional investment by the private sector in ancillary services directly associated with tourism, including hotels and restaurants. There is clear potential for NWL to link with these wider efforts and develop mutually supportive packages with other attractions that can extend the length of time spent in the area and with this increase expenditure by visitors.

Key Priorities

A number of important initiatives have been identified, but key actions are;

Facilitating development of the East Midlands Enterprise Gateway

Lobbying to protect the District's economic interests in relation to HS2 proposals

Support the development of the Roxhill Strategic Rail Freight Hub and associated development site

Ensure the forthcoming Asset Management Strategy for the District (and those of relevant partners) identifies opportunities to support economic growth in the District including developing/upgrading managed workspace and infrastructure to grow the service sector – with an emphasis on Coalville

Deliver the Coalville Sustainable Urban Extension to ensure more employment land is made available and facilitate the climate for Town Centre regeneration

Engage with Leicester and Leicestershire Enterprise Partnership and the Highways Agency to promote action to relieve congestion on key Motorway corridors and junctions

Explore opportunities to provide better public transport connections to major employment areas, including key rail links such as the feasibility of re-opening the Ivanhoe line

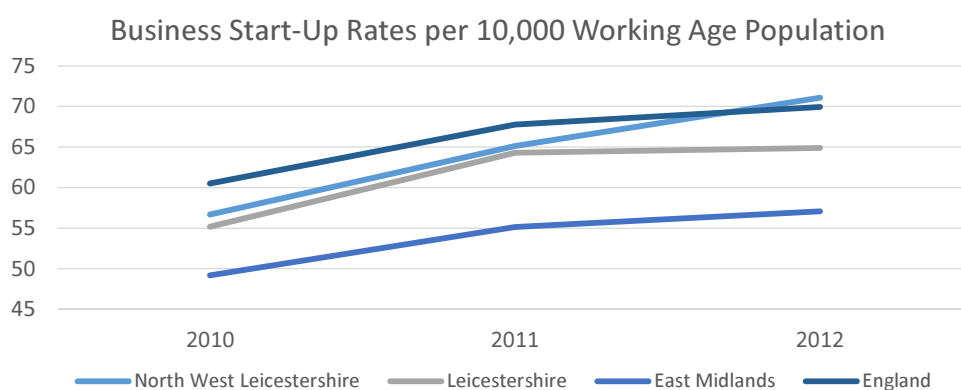
Work to secure investment through Leicester and Leicestershire Enterprise Partnership to retrofit a high quantity of Social Housing in the District to be more environmentally efficient

Developing proposals for Bio Fuel within the National Forest

Work to support, develop and promote the major visitor attractions across the district.

6 Business

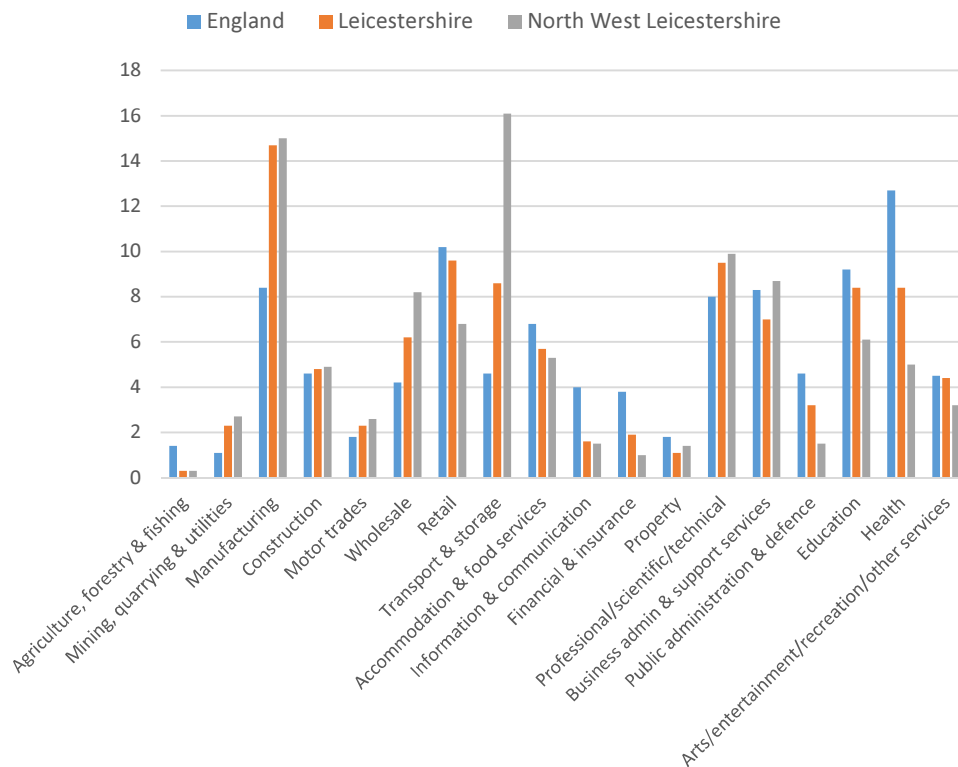
- 6.1 North West Leicestershire is home to some major national and multi-national businesses including David Wilson (construction) DHL (logistics) Norton (motor vehicles) Pall Ex (logistics) Davidson Homes (construction) East Midlands Airport (transportation) Bloor Homes (construction). We have a dynamic and growing small and micro business sector. Business start-up rates within the District have accelerated coming out of the slowdown. They now stand at 71 per 10,000 population and have recently overtaken the England average. Business Start Up rates have exceeded failure rates since 2011, indicating growth in the business base. By contrast, Leicestershire start up and failure rates are still in relative equilibrium with only limited growth in business stock. Business stock per 10,000 population in the District is higher than the national average as are 5 year business survival rates.



Employment Structure within North West Leicestershire

- 6.2 The economic structure of North West Leicestershire is in many ways distinct from that of the rest of Leicestershire. The chart below compares the employment structure (workplace based) of the District against that of Leicestershire and England. It shows the clear dominance of the manufacturing and logistics sector in employment within the District, accounting for almost a third of all employment. Business administration is also a major employment sector (supported by Pegasus Business Park) and professional, scientific and technical. Retail and the arts/leisure/recreation sectors are both under-performing against the Leicestershire and England. The public sector is also a very low proportion of work-based employment in North West Leicestershire.

Comparisons of Economic Structure (2012)

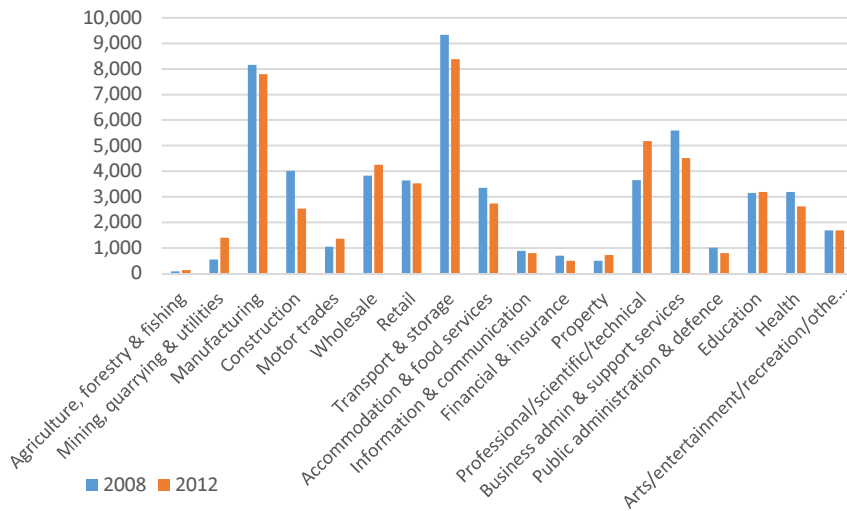


Source: BRES (2013) Broad Industry Group Classification

- 6.3 At the end of 2012 there were over 2,000 fewer jobs in the North West Leicestershire, down to just over 52,000. However, the economy had turned a corner in terms of employment growth and is expected to have continued growing strongly since⁵.
- 6.4 The BRES data from 2013 identifies some clear trends and opportunities for the District – and also some structural weaknesses in the local economy. Employment in the construction sector within the District has fallen by over a third since 2008 and was still falling in 2012. Clearly since then there has been a resurgence in construction activity, which may generate opportunities.

⁵ BRES (2013) Broad Industry Classification

Changes in employment structure in North West
Leicestershire 2008 and 2012



Key Growth Sectors

6.5 Based on the analysis of BRES data and a range of other sources considered in the development of this Local Growth Plan, there are five key sectors that will be prioritised for growth within the District (which are in line with key sectors identified by LLEP). These sectors are:

- Business and Personal Services (linked to town centre regeneration)
- Construction
- Creative/Cultural/Tourism Sector
- Manufacturing
- Logistics and Distribution

6.6 Linked to section 4, the emphasis on supporting and developing the SME sector is supporting the growth of businesses that have the capacity to generate higher earnings capacity for the resident population. This would mean identifying relevant businesses and using an Investor Developer approach to link those businesses to support and opportunities (such as Regional Growth Fund 4, national and local business support, planning and property issues and training, development and recruitment). This approach is considerably different from the proposed Business Growth Hub under City Deal and could add significant value locally.

Key Priorities

A number of important initiatives have been identified, but key actions are;

Supporting more women to start a business/consider self-employment

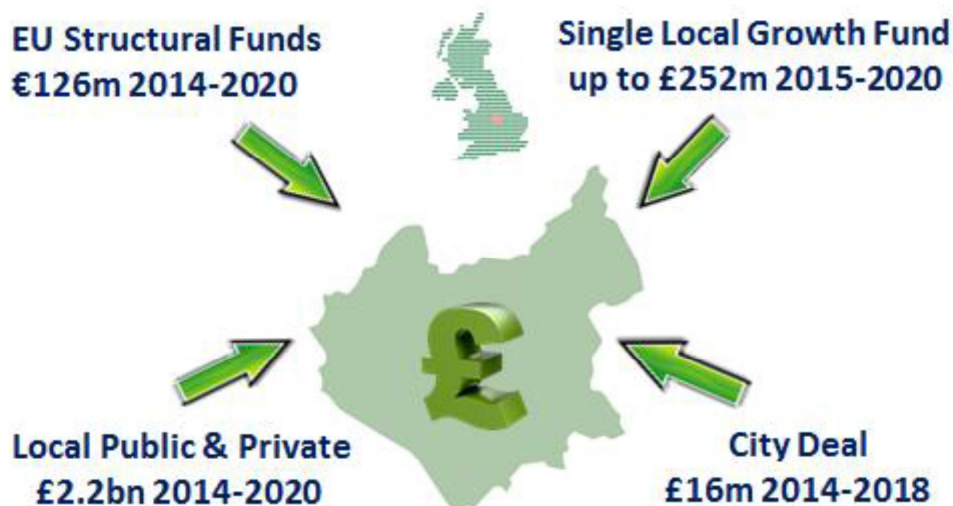
Develop an Investor Development approach to businesses in the District to facilitate growth

Facilitate growth in the five identified key sectors, working with partners involved in supporting sector growth in LLEP

Provide information to businesses in North West Leicestershire about the forthcoming Business Gateway

7 Resources and Implementation

- 7.1 Collectively the following resource is potentially available for Leicester and Leicestershire from the programmes outlined in the Strategic Context section, which the LLEP will advise on how it is allocated, up to 2020.



Source: LLEP EU Structural and Investments Funds Strategy, January 2014

- 7.2 These are likely to be implemented in a number of ways
- LLEP wide contacts or arrangements with national partners (the Opt in process) where the ability to influence delivery is likely to be limited beyond raising awareness and demand locally
 - LLEP wide programmes such as addressing social inclusion, where there will be an opportunity to contribute ideas and help to design the end product
 - Opportunities to secure funding for individual projects and programmes which fit into the overall strategic framework and to take responsibility for delivery
- 7.3 There are a number of distinctive roles that North West Leicestershire District Council can play to support economic growth within the District:

Building capacity through Partnerships

- Influencing LLEP Strategy and Policy
- Facilitating local business networks, developing joint solutions to common problems and connecting them to wider opportunities
- Identifying local champions to promote expansion in Key sectors, construction, manufacturing, retail, creative, leisure and tourism
- Working with neighbouring Districts within and outside the County to develop joint approaches to common issues

Strategic enabler and lobbying

- Finalising Planning policies to provide a clear framework for future investment
- Influencing/Lobbying Government/Agencies to ensure awareness of local priorities and assistance to implement

- Securing External Funding
- Enabling development of key employment and mixed use housing sites

Driving demand for LLEP wide activities

- Acting as an effective spoke for Business Hub for a range of services including Business Start Up, access to finance, access to new markets, business management skills, promoting innovation linked to growth sectors
- A spoke for Employment Gateway services
- Proving local resources to link to wider Inward Investment programmes including local aftercare services
- Addressing Broadband gaps and coordinating local access to ICT training
- Developing new approaches to public transport including new rail provision
- Driving up educational attainment and post 16 qualification levels

Delivery body

- Developing an asset management strategy to facilitate future growth
- Place Shaping including Town Centre and local centre improvements
- Developing Incubation Centres/other workspace provision for growth sectors
- Enhancing procurement opportunities for SME's and smarter Business Regulation

- 7.4 Partnerships will be critical to the success of the Local Growth Plan, notably with Leicestershire County Council and Leicester and Leicestershire Enterprise Partnership. North West Leicestershire has a key role to play in designing interventions that will have the maximum impact on the District. There will also be opportunities to collaborate formally and informally with other Districts (within Leicestershire and outside). This will be particularly relevant to Charnwood, who share many of the same economic characteristics and have the core urban/industrial populations of the County area.
- 7.5 Once the direction of the Growth Plan has been agreed the next steps will include developing a Delivery Plan which will need to identify monitoring arrangements so all partners involved will be able to be clear on "how do we know we have achieved success". This will involve tracking key economic indicators as well as having planned outcomes for individual projects and programmes.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 4 MARCH 2014

Title of report	IMPROVING OUR CUSTOMER EXPERIENCE PROGRAMME UPDATE
Key Decision	a) Financial Yes b) Community Yes
Contacts	Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk Chief Executive 01530 454500 christine.fisher@nwleicestershire.gov.uk Head of Legal and Support Services 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk
Purpose of report	To update Cabinet on progress with the Improving our Customer Experience (ICE) Programme.
Reason for Decision	To note the progress of the ICE Programme
Council Priorities	Value for Money
Implications: Financial/Staff	As contained within the report
Link to relevant CAT	The Programme is being undertaken with a project management methodology, reporting to a Programme Board led by the Chief Executive. Detailed progress reporting will be provided to the Corporate Leadership Team (CLT).
Risk Management	A risk assessment for the programme has been undertaken. Risks are identified through a risk register, with planned mitigations and actions to minimise impact. They are routinely reviewed and updated to ensure appropriate control.
Equalities Impact Assessment	EIAs will be undertaken for those individual projects where it is appropriate.
Human Rights	None discernible from the body of the report
Transformational Government	Programme is anticipated to deliver significant improvements to service delivery
Comments of Head of Paid Service	Report is satisfactory
Comments of Section 151 Officer	Report is satisfactory
Comments of Monitoring Officer	Report is satisfactory

Consultees	ICE Programme Board
Background papers	<p>Developing a customer service vision for North West Leicestershire (Cabinet 17 July 2012)</p> <p>General Fund and Special Expenses Revenue Budgets 2013/14 (Cabinet 5 Feb 2013)</p> <p>Medium Term Financial Strategy - 2014/15 to 2017/18 (Cabinet 11 June 2013)</p> <p>Improving our Customer Experience (Cabinet 5 March 2013)</p> <p>Improving our Customer Experience Programme Update (Cabinet 24 September 2013)</p>
Recommendations	THAT CABINET NOTES THE PROGRESS OF THE ICE PROGRAMME

1. BACKGROUND

- 1.1 In July 2012, Cabinet agreed a strategic approach to the improvement of customer services. In addition Cabinet approved, through the General Fund budget paper in February 2013, a further transfer to the Value for Money Fund to support investment in projects aimed at delivering future savings.
- 1.2 In March 2013, Cabinet endorsed the Improving our Customer Experience (ICE) Programme as one of the Council's drivers for securing improvements in customer experiences and budget savings. In addition, Cabinet agreed through the Medium Term Financial Strategy report at the June 2013 Cabinet meeting to set aside £250,000 from the Value for Money Reserve for the ICE Programme, in addition to £70,000 already agreed in the capital programme.
- 1.3 In September 2013, Cabinet noted an update on the development of the ICE programme, setting out the programme governance structure, workstreams, key projects and budget.
- 1.4 The ICE programme aims to significantly improve our customers' experience of service delivery, so they receive services that they value, in the most efficient and accessible way, when they need them. The programme will focus on providing technological improvements to enable our staff to provide an improved service, open up income generating opportunities, and developing digital service delivery to enable customers to interact with the Council in ways that are convenient, efficient and cost effective.
- 1.5 Longer term cultural change for the organisation and its personnel will ensure continuous improvement, enabling the Council to maximise opportunities presented by new and emerging technologies.
- 1.6 The ICE programme is expected to run over 3 years on a task and finish basis. Phase 1 of the programme (the current phase) will be completed once the first tranche of technology improvements have been delivered. Phase 2 will embed technology and focus on customer and staff communication to drive channel shift. The programme will leave an improved technological infrastructure to allow staff to serve customers more efficiently and customers to have access to a wider range of self-service options; delivering dynamic services that utilise technology and support customers to become more independent of the Council.

2. ICE PROGRAMME GOVERNANCE STRUCTURE UPDATE

2.1 There are four workstreams reporting monthly to the ICE Programme Board, which is led by the Chief Executive:

- 2.1.1 Customer Services Improvement workstream – Lead: Head of Legal & Support Services
- 2.1.2 Web & Self Service Improvement workstream – Lead: Head of Housing
- 2.1.3 Systems Improvement workstream – Lead: Head of Community Services
- 2.1.4 Delivering Excellence workstream – Lead: Head of Legal & Support Services

2.2 As the projects set out for the Customer Services Improvement workstream have been delivered, this work stream is now being evaluated by the Customer Services Team Manager; it is anticipated that this workstream will be closed down once the planned customer improvements are being consistently delivered.

2.3 Programme benefits and impacts continue to be monitored both through the Programme Board and the Corporate Leadership Team (CLT), with any resultant decisions being taken through the Programme Board, CLT or Cabinet as appropriate to delegated authority levels. It is likely that the programme governance structure, specifically the workstreams, will continue to be refined as the programme progresses into phase 2.

3. WORKSTREAM PROGRESS UPDATE

3.1 Customer Services Improvement workstream

This workstream has focused on making it quicker and easier for our customers to contact us by telephone and at the Council offices by making a number of technological improvements targeted to improve the efficiency of Customer Services processes. Improvements implemented in October 2013 include call recording, call centre wallboards, telephony improvements, a front desk queuing system, CCTV for reception and improvements to the call centre environment.

Early results are encouraging:

- More of our customers get through first time at busy times without getting an engaged tone and having to try again later. More efficient call handling has reduced the number of rejected calls to an average of 2% between April and December 2013. This is a significant improvement on the 27% of calls rejected in 2011/12 and 6% in 2012/13.
- General customer satisfaction is also improving, and this is reflected in the number of compliments received from customers on the quality of Customer Services staff. 20 compliments have been received from customers on the quality of Customer Services staff between April 2013 and January 2014. 8 of these compliments were received in December 2013 and January 2014 alone, reflecting an increase in staff morale and performance.

As we continue to increase efficiency, we expect to further improve our customer experience by reducing queuing times for our customers (both in the office and on the telephone), reducing the duration of phone calls and face to face appointments, and allowing more issues to be resolved at first point of contact.

3.2 Web & Self Service Improvement workstream

This workstream will give our customers online access to an increasing range of self-service options at a time and place of their choice through changes to the Council's website, which is being re-designed to make it easier to find information and enhanced to support smart phones and tablet computers. The same computer system (the Customer Gateway) that offers self-

service options to our customers via the website will also be used by Customer Services Officers, giving them quicker access to other Council ICT systems. This will improve our customer experience by reducing the duration of phone calls and face to face appointments, and allowing more issues to be resolved at first point of contact.

- Website improvements are in progress and expected to be ready for final testing in March 2014 and launched in April 2014.
- Development of the Customer Gateway is on track and it will be implemented in Customer Services in April 2014 to allow the first phase of self-service options to be tested internally before being added to the website for customer use in May 2014.

Once implemented, the Customer Gateway system will collect data to provide an accurate and complete picture of all customer contact, whether that is via the website, telephone or visit to the Council offices. This will allow us to target future service improvements to those groups of customers who will benefit the most.

This workstream will also review correspondence mailed to our customers in order to identify opportunities for using methods such as email or text messages where this is our customers' preference.

3.3 Systems Improvement workstream

There are two separate threads to this workstream:

- A new waste management system will be delivered which will make it quicker and easier for customers to request services such as replacement bins or bulky waste collections, either on the phone or via the website, as well as reducing operating costs by helping us manage assisted collections, missed bins and other planning processes more efficiently. The new system is at the final stage of procurement; it is anticipated that the contract will be awarded in March 2014 and phased delivery will start in April and complete in September 2014.
- Customers will be offered more electronic payment options to reflect changing demands and customer preference. These will include an option to set up Direct Debits online for services such as trade waste collection or Lifelines and a single easier to use card payment system for use by all services. It is anticipated that these improvements will be delivered by December 2014.

3.4 Delivering Excellence workstream

Our customers expect us to focus improvements on the services and issues that are important to them. This workstream will ensure that the ICE Programme does this by undertaking customer consultation and reviewing feedback to help deliver customer-focused improvements. The workstream will also make sure that changes are made in a cost effective and timely manner and our customers and staff are kept informed by overseeing strategic and financial planning for the Council and the communications plan for the ICE programme.

- Strategic and financial planning for 2014/15 is nearing completion, and the proposed Council Delivery Plan is also at this meeting of Cabinet for consideration. As part of the improved planning process, Team Managers have drafted their plans for the coming year with a specific focus on outcomes for customers, which should lead to increased customer satisfaction. These plans have addressed areas for improvement identified from customer satisfaction and complaints monitoring.
- Staff communication is currently being targeted on Customer Services at team meetings in order to build on and further explain the wider messages given to all staff at the Chief Executive Roadshows and briefings to Trade Unions. Customer communication is being planned as part of the preparation for the launch of the redesigned website and will continue through phase 2 of the programme.

4. BUDGET UPDATE

4.1 The ICE Programme budget covers the costs of the Phase 1 projects set out in section 3 of this report as follows:

Strand	Budget	Expenditure/ Commitments to 28/02/2014
Customer Services Improvement	£55,000	£52,000
Web & Self Service Improvement	£190,000	£78,800
Systems Improvement	£95,000	£92,000
Delivering Excellence	£20,000	£1,200
TOTAL	£360,000	£224,000

4.2 The budget for the programme is currently on track, and it is likely that all workstreams will complete under budget. Some significant expenditure is yet to be undertaken for longer term projects.

4.3 Programme funding has been previously agreed (by Cabinet in February 2013) from the Value for Money Reserve (£250,000), with additional contributions from the Capital Programme (£70,000) and Service budgets (£49,000) bringing the total available budget to £369,000. (Note that the available funding exceeds the expected costs following a downward revision of cost estimates.)

4.4 It is anticipated that a return on investment will be generated by year 3 of the ICE programme (2016/17). The majority of expected savings will be derived from efficiency gains in customer services. Firstly, increased use of self-service options will reduce the number of calls taken by Customer Services Officers. Secondly, improved systems will simplify systems access reducing the time taken on each telephone call. The combined effect of these changes will be a lessening of the demand for temporary and agency posts in Customer Services.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 4 MARCH 2014

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 Head of Finance 01530 454520 ray.bowmer@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 are no additional financial implications 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 moderates the risk that External Audit will comment on" the Council's accounts on the basis they do not reflect the true level of recoverable income. It is also part of an effective arrears management strategy.
Equalities Impact Assessment	Not applicable.
Human Rights	None discernable.
Transformational Government	Not applicable.
Comments of Head of Paid Service	Report is satisfactory

Comments of Section 151 Officer	Report is satisfactory
Comments of Monitoring Officer	Report is satisfactory
Consultees	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 2013	Write offs to date (Under delegated powers)	Amounts written off over £10,000 approved by Members	Balance Available
Council Tax	£1,270,609	£123,426.05	0.00	£1,147,182.95
Non Domestic Rates	£481,459	£86,514.30	£110,418.44	£284,526.26
Housing Rents	£320,618	£60,124.73	0.00	£260,493.27
Sundry Debtors	£934,140	£50,717.51	£10,071.39	£873,351.10

2.0 FORMER TENANT RENT ARREARS

2.1 There are currently no Former Tenant Rent Arrears over £10,000 for which we seek approval.

2.2 The amounts written off under delegated powers, in accordance with the thresholds outlined in the write off policy are as follows: 15 cases under £1,000 which amount to £1,024.17. Of these, 12 are uneconomical to pursue (£409.19), three are where the tenant is deceased and there is no estate (£614.98). There were 26 cases which qualified for a bereavement allowance following the death of the tenant (£6,903.85).

3.0 CURRENT TENANT RENT ARREARS

3.1 There are no current rent arrears which have been written off.

4.0 COUNCIL TAX

4.1 There are currently no Council Tax debts over £10,000 for which we seek approval for write off.

4.2 The amounts written off under delegated powers, in accordance with the thresholds outlined in the write off policy, are as follows: 15 cases under £100 which amount to

£499.97. Of these, seven have absconded (£274.11), one is insolvent (£75.52), seven are uneconomical to collect (£150.34). There are 37 cases between £100 and £1,000, which amount to £13,908.45. Of these, four have Debt Relief Orders (£1,574.59), 21 have absconded (£7,014.78), one is deceased with no assets (£940.54), three have are insolvent (£1,223.42), six have insufficient recovery data (£2,644.78) and two are uneconomical to collect (£510.34). There are 18 cases between £1,000 and £10,000 which amount to £29,438.31. Of these, 10 have absconded (£16,521.09), seven are insolvent (£11,761.37), one has insufficient recovery data (£1,155.85).

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 placed on 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 (NNDR)

- 5.1 There is currently one Non Domestic Rate debt for £10,878.00 for which we seek approval for write off. The company have entered into a Company Voluntary Arrangement (CVA) on 18 November 2013 and we cannot legally take any further recovery action for this debt whilst this is in place.
- 5.2 The amounts written off under delegated powers in accordance with the policy thresholds are as follows: There are no cases under £100. There are four cases between £100 and £1,000 which amount to £948.53. Of these, three have absconded (£687.78) and one is insolvent (£260.75). There are four cases between £1,000 and £10,000 which amount to £20,935.25, all of which are insolvent.
- 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

- 6.1 There are currently no Sundry Debtor cases over £10,000 for which we seek approval for write off.
- 6.2 The amounts written off under delegated powers in accordance with the thresholds outlined in the write off policy are as follows: There are four cases under £100 which amount to £180.44. Of these, one debtor has absconded (£89.17), one is deceased

with no assets (£51.73), and two are uneconomical to collect (£39.54). There are 11 cases that are between £100 and £1000 amounting to £5,638.92. Of these, three are deceased (£770.03), one is insolvent (£873.74), five have absconded (£2,648.52) and two have debt relief orders (£1,346.63). There are 15 cases between £1,000 and £10,000 which amount to £29,403.20. Of these, five cases relate to Overpaid Housing Benefit (£14,364.63), one case relates to Building Regulation Inspection Fees (£1,125.50), four relate to Homeless Bed and Breakfast charge (£8,791.27), three relate to sewer repairs (£3,044.01) and two relate to Miscellaneous Fees (£2,077.79). The reasons are that the individuals cannot be traced, their age or that no further action can take place as they are now statute barred.

6.3 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 of Execution (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)

7.0 BENCHMARKING

7.1 At the end of 2012/13 we undertook a benchmarking exercise with other Leicestershire Authorities, Rutland and North Warwickshire B.C. We compared the 2012/13 Council Tax and Non Domestic Rates 'in year' collection rate and the outstanding level of arrears. This analysis is shown below in table 3.

Table 3 (* see note below)

2012/13 Outturn - Benchmarking Analysis for Leicestershire, Rutland and North Warwickshire BC.

Council	CTax Collection 2012/13	CTax Arrears 2012/13 only	CTax Arrears pre 2012/13	NNDR Collection 2012/13	NNDR Arrears 2012/13 only	NNDR Arrears pre 2012/13
North West Leicestershire DC	97.76%	£1,088,000	£1,250,000	99.20%	£744,000	£280,000
Hinckley & Bosworth BC	98.16%	£931,000	£710,000	97.74%	£603,000	£90,000
Harborough DC	98.53%	£834,000	£1,250,000	98.35%	£395,000	£160,000
Melton BC	97.96%	£560,282	£1,363,395	98.01%	£241,805	£277,129
Oadby & Wigston BC	98.80%	£308,261	£415,104	98.20%	£282,313	£354,873
Blaby DC	97.05%	N/K	N/K	96.78%	N/K	N/K

Council	CTax Collection 2012/13	CTax Arrears 2012/13 only	CTax Arrears pre 2012/13	NNDR Collection 2012/13	NNDR Arrears 2012/13 only	NNDR Arrears pre 2012/13
Charnwood BC	97.92%	N/K	£3,986,846	98.76%	N/K	£777,850
Leicester CC	95.97%	£3,794,000	£5,898,000	97.43%	£2,314,000	£2,447,000
Rutland CC	98.96%	£252,911.01	£271,061	98.74%	£119,148	£17,927
North Warwickshire BC	98.16%	£571,532	£505,658	98.85%	£279,717	£291,305

***Please note:** When comparing the data in table 3 or table 4, account must be taken of the significant variance in the levels of staffing resource at each Local Authority, the number of dwellings, the number of rating assessments, the demographics of each area and the level of affluence/deprivation which all contribute towards the performance figures.

7.2 The Partnership has obtained 2012/13 outturn benchmarking information from three other Shared Service Partnerships for comparison purposes. See table 4 below. The Partnership is also currently liaising with councils within the same 'Audit Family Group', i.e. Local Authorities that are similar to North West Leicestershire in terms of population, demographics, deprivation etc. Subject to their response, we hope to be able to include this benchmarking information in a future report.

Table 4 (* see note above)

2012/13 Outturn - Benchmarking Analysis (Shared Service Partnerships).

Partnerships	Individual Councils with the Partnerships	CTax Collection 2012/13	NNDR Collection 2012/13
The Leicestershire Partnership	North West Leicestershire DC	97.76%	99.20%
The Leicestershire Partnership	Hinckley & Bosworth BC	98.16%	97.74%
The Leicestershire Partnership	Harborough DC	98.53%	98.35%
Preston & Lancaster Revs and Bens Shared Service	Preston	97.20%	96.00%
Preston & Lancaster Revs and Bens Shared Service	Lancaster	97.10%	97.90%
Stour Valley Partnership	North Dorset	99.71%	97.61%
Stour Valley Partnership	East Dorset	98.98%	97.61%
Stour Valley Partnership	Christchurch	98.47%	97.18%
East Kent Services Partnership	Canterbury City Council	98.87%	99.30%
East Kent Services Partnership	Dover District Council	98.04%	95.80%
East Kent Services Partnership	Thanet District Council	96.28%	98.00%

7.3 On 26 June 2013 the Government published the national outturn for Council Tax and NNDR collection rates for all Billing Authorities. The information can be accessed by using the link below.

<https://www.gov.uk/government/organisations/department-for-communities-and-local-government/series/council-tax-statistics>

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 4 MARCH 2014

Title of report	PROPOSED COUNCIL DELIVERY PLAN 2014/15
Key Decision	a) Financial Yes b) Community Yes
Contacts	Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk Chief Executive 01530 454500 christine.fisher@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk
Purpose of report	To provide the proposed Council Delivery Plan 2014/15 for consideration by Cabinet and to seek any comments concerning its content.
Reason for Decision	To endorse the Council's Delivery Plan for 2014/15 prior to Council's consideration
Council Priorities	This report delivers an update and actions on all of the Council's priorities.
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	Improvements contained within the Delivery Plan
Risk Management	Improvements contained within the Delivery Plan
Equalities Impact Assessment	Equality Impact Assessments to be undertaken in 2014/15
Human Rights	None discernible at this time
Transformational Government	Improvements contained within the Delivery Plan

Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	The report is satisfactory
Consultees	Corporate Leadership Team Strategy Group on 17/2/14
Background papers	Medium Term Financial Strategy 2014/15 (Cabinet 11 June 2013) General Fund Revenue Budget – Draft Proposals 2014-15 and 2015-16 (Cabinet 24 September 2013)
Recommendations	IT IS RECOMMENDED THAT CABINET: 1. CONSIDERS THE PROPOSED COUNCIL DELIVERY PLAN FOR 2014/15. 2. SUBSEQUENTLY ENDORSES THE PLAN'S CONTENT AND RECOMMENDS IT TO COUNCIL FOR APPROVAL ON 25 MARCH 2014. 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 25 MARCH 2014.

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. Detailed quarterly milestones and performance indicators were developed and included in an Appendix to the CDP. Performance against the detailed appendix 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 2014/15 remain the same as those for 2013/14 - Business and Jobs, Homes and Communities, Green Footprints Challenge and Value for Money.
- 1.5 A number of 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 24th September 2013. These are:
 - Waste Services
 - Housing Services
 - Leisure Centres
 - Revenues & Benefits
 - Planning Services
 - Environmental Health

2 PROPOSED COUNCIL DELIVERY PLAN 2014/15

- 2.1 The 2014/15 CDP is attached at Appendix 1 and follows the same format as plans from the past few years.
- 2.2 The Council's priorities and frontline services have been used to shape the content of the Council Delivery Plan, which also details key projects planned for each priority area.
- 2.3 The outcomes and actions listed in the Plan have a detailed set of quarterly milestones and indicators listed in Team Business Plans, and quarterly performance monitoring against these plans will continue as it does at present. These quarterly milestones and indicators are detailed in Appendix 2.

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Front cover

Full page image wraparound with back cover, including Council logo and header

**COUNCIL DELIVERY PLAN
2014/15**

Inside front cover – Full page image and text quote

Text:

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.

Introduction

Welcome to our Council Delivery Plan for 2014/15, 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 2014/15 remains on providing high quality frontline services for our customers. While we are reducing our overall expenditure, we will still ensure that some funding is available to maintain, invest and make essential improvements in services for the communities in our district.

Despite significant financial challenges, we're proud of our achievements during the past year:

- As part of our £35m Decent Homes Improvement Programme, we completed our 1,000th home. Around 2,000 tenants are now benefiting from these improvement works which have improved their standard of living and will reduce their heating bills. The tenant living at the 1,000th home to have works completed commented "I am absolutely thrilled with all of the works done in my house and could not be more pleased with the quality and workmanship carried out".
- Our commitment to tackling local litter hotspots during 2013/14 has resulted in the Council's roadside litter campaign being declared the overall winner at the Keep Britain Tidy 2013 awards. Our campaign focused on reducing litter from vehicles, working with local haulage and distribution firms and their drivers such as Pall-Ex and United Biscuits. This is a great recognition for the Council and means that our roadside verges are cleaner and greener for residents and visitors.
- In partnership with local businesses and Leicestershire County Council we have secured £4 million to boost sustainable transport around Coalville and Loughborough. We will use this money to provide more local opportunities for cycling, cutting congestion and reducing carbon emissions, and leading to improved air quality, less time spent commuting and an enhanced quality of life for residents.
- During the year, we worked with 85 volunteer litter pickers to help keep the district clean for all our residents. This has resulted in an incredible collection of over 5 tonnes of other people's rubbish, the weight of a large elephant, and helped ensure that the district is a tidier and cleaner place for residents to live in.
- We have developed a new council website which will make it easier for customers to access council services. Customers will be able to interact with us at a time and place that suits them.
- We have improved the facilities on offer to customers at our leisure centres in Whitwick and Ashby which now offer some of the latest gym equipment, refurbished changing rooms and new air conditioning. More people are using our leisure centres, meaning increased levels of fitness and general wellbeing, and customers are happier.
- 117 new affordable homes were built between April 2013 and the end of December 2013. Our residents have benefitted by the increased availability and choice of affordable homes which have been allocated through our Choice Based Lettings Scheme.
- We continue to support the 'Better Business for All' programme, a local partnership between businesses and regulators to promote business growth. A support pack has been developed for all new businesses to help them understand their legal responsibilities and giving guidance and contacts which will support them to start up compliantly. We are also working to reduce the impact of regulation on small businesses who have a track record of regularly complying with the law to enable them to spend less time on paperwork and more on growing their business.

Looking forward, a key area of investment for us in the years ahead will be our continued work on improving the quality of tenants' homes to meet the Decent Homes Standard. The council

plans to invest over £10 million between April 2014 and March 2015 which will improve more than 1,500 homes.

We would like to thank those who have worked with us over the last year to improve the services we provide. Special thanks are deserved by Leicestershire Police, the Homes and Communities Agency, Leicester and Leicestershire Enterprise Partnership, Leicestershire County Council, Stephenson College, The National Forest Company and of course our staff. We look forward to building on our successes during 2014/15 and beyond.

Signatures and photos of Cllr Richard Blunt and Christine Fisher

What we plan to do in 2014/15

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.

The council's priorities for 2014/15

• **Value for money**

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

• **Business and jobs**

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

• **Homes and communities**

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

• **Green Footprints Challenge**

We aim to make people feel proud to be part of a 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. The council promotes five core values for its employees as part of its 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 2014/15 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 who consistently demonstrate outstanding service, and will use feedback from our customers to identify staff providing exceptional customer experiences.

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

Providing high quality frontline services

To provide a fair and supportive Revenues and Benefits service for our customers through the following actions:

Outcome	Action
Customers of the Revenues and Benefits service receive a more efficient service	Implement the recommendations resulting from an external review of the Revenues and Benefits service
Customers migrating to Universal Credit feel that the transition is managed effectively	Produce a plan for the introduction of Universal Credit including resource implications and timescales
Customers are happier with methods of accessing the Revenues and Benefits service	Make services available on the web for Revenues and Benefits customers to self-serve

Delivering high priority corporate projects

Outcome	Action
Customers are happier with methods of accessing council services	To deliver a change programme which Improves our Customer Experience
Customers can interact with the council at a time and place that suits them	
The Councils' savings targets are met	To deliver a comprehensive 'Planning for the Future' programme which reduces net expenditure and ensures that services meet the Council's future needs

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

- 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

Providing high quality frontline services

To provide a fair and timely Planning and Development service through the following actions:

Outcome	Action
Customers are happier with service provided and can co-design the Council service	Review and refresh the Agents Forum which will help improve the working relationship with agents
Customers are happier with Planning & Development service and will be more involved with the planning process locally so that local views are fully taken into account as part of the planning process.	Engage with and deliver Planning related training to the Parish and Town Councils

To provide a robust and supportive Environmental Health service through the following actions:

Outcome	Action
People attending large public events feel safe	Advise, guide and support organisers of music events and residents to prevent crime and disorder, public nuisance, ensure public safety and protect children from harm
Residents living nearby large public events feel supported by the Council	
Food produced or sold in the District is safe to eat	Undertake a programme of interventions at food establishments in accordance with the Statutory Food Law Code of Practice
Consumers have the information and understanding to make informed choices about where and what they eat	Inform consumers of hygiene standards at food establishments
Businesses view the Environmental Health service as an effective and efficient service that supports business growth	Contribute to the work of the Leicester, Leicestershire & Rutland Regulatory Services Partnership and Better Business for All work programme

Delivering high priority corporate projects

Outcome	Action
Coalville market is more attractive to traders and customers leading to greater use of the market.	To undertake physical improvements and implement a strategy for promotion and advertising of Coalville market
Sustainable growth of the district is promoted through an up to date Local Plan, enabling residents to access good quality housing and job opportunities	To engage elected members, town and parish councils in the Local Plan preparation process

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

Providing high quality frontline services

To provide a fair and supportive Housing service through the following actions:

Outcome	Action
Vulnerable people are provided with vibrant and safe places to live	Determine the long term future of sheltered housing schemes with low occupancy/demand
Customers are satisfied with the Housing Management Service and feel listened to	Feedback from customers is used to inform future service delivery and service improvements
Tenants have safe and decent places to live	Deliver effective contract management for all responsive, planned and cyclical contracts (not DHIP or IRT)
Tenants are satisfied with the Repairs and Investment Service and feel listened to	Feedback from Scrutiny panel and tenants in general is used to inform future service delivery and service improvements
Customers are happier with key services provided as they have web access to tailored 24/7 housing advice enabling them to make informed decisions	Implement HomeGuide self service housing advice service by end June 2014
Vulnerable people have better access to Housing advisors	
People feel proud of their homes and communities	110 affordable housing units will be delivered across the district by March 2015

To provide a dynamic and customer-focused Leisure service through the following actions:

Outcome	Action
People feel the Council is spending money well	Deliver a programme of efficiency savings in the leisure centres
Improved levels of customer satisfaction in leisure centres and with the grounds maintenance service	Measure Customer Service levels in Leisure Services

Delivering high priority corporate projects

Outcome	Action
Tenants have safe and decent places to live	To significantly improve the condition of our housing stock through the Decent Homes Improvement Programme

GREEN FOOTPRINTS CHALLENGE

People feel proud to be part of a greener district

What we want to achieve

- Residents and businesses are motivated to be greener

How we will achieve it

Providing high quality frontline services

To deliver a reliable and efficient Waste collection, recycling and cleansing service through the following actions:

Outcome	Action
Residents receive better value for money for their recycling efforts	Procure sorting technology to maximise the value of plastics bottles, pots, tubs, and trays; and steel and aluminium cans
Customers are satisfied with the level of waste services provision	Establish how satisfied the residents of the district are with the waste collection and street cleansing service

Delivering high priority corporate projects

Outcome	Action
Residents feel that the Council is spending money wisely	To fully implement waste management software that will increase the reliability and efficiency of our refuse and recycling collections
Residents are motivated to become involved in making their community greener	To empower community groups to develop a series of projects that make a difference to residents' quality of life and the environment

Managing the council's finances – 2014/15 to 2017/18

Continuing to ensure 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. The Government has reviewed the funding of local authorities and provided opportunities to reward business growth and increases in housing stock, but it is clear that the overall level of national funding will continue to fall.

The Council is doing all it can to maximise its locally determined income including New Homes Bonus and Retained Business Rates.

For 2014/15 our mainstream Government grant allocation was reduced by more than 12% compared with 2013/14. Through our medium term financial planning, the council anticipated such a reduction and has continued to identify and deliver savings to meet overall expected funding reductions up to the end of 2017/18. This has allowed the Council to freeze its Council Tax again in 2014/15.

The council will continue its drive for efficiency, economy and effectiveness in everything it does and will also continue with the regular monitoring of income and expenditure and recording efficiency savings made. Savings of £400,000 have been approved for 2014/15 and a further £300,000 is expected to be found in 2015/16. The Council will update its four year Medium Term Financial Strategy in the summer in anticipation of further reductions in Government funding.

Building confidence in the council's performance

Our performance was very strong across the council during 2013/14, but we continue to strive for performance improvements across all services.

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

- Robust monthly meetings of the Corporate Leadership Team to manage the Council's performance
- 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 by visiting the performance page of the council's website www.nwleics.gov.uk/performance.

Inside back cover – full page image with text quote

Text:

Local people are at the heart of our services, and during 2014/15 we will continue to work closely with you to improve the services you value.

Back cover

Full page wraparound image from front cover and useful information text box as per 2013/14 CDP:

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:

@NWLeicestershire

Post:

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

Telephone:

01530 454 545 (Main switchboard)
If you have an emergency outside of normal hours,
please call 01530 454 789

Fax:

01530 454 506 (Reception)

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Appendix 2 - Council Delivery Plan Outcomes, Actions and Outcome Measures 2014/15

Council Priority - Value for Money							
Ref No	Outcome	Action	Responsible Officer	Action milestones for 2014/15			
				Q1	Q2	Q3	Q4
To provide a fair and supportive Revenues and Benefits service for our customers							
1	Customers of the Revenues and Benefits service receive a more efficient service	Implement the recommendations resulting from an external review of the Revenues and Benefits service	Head of Finance	IRRV report considered by Management Board Implications of IRRV report assessed by the Revenues and Benefits Partnership and CLT	Report recommendations and timescales for implementation agreed by Joint Committee	Anticipated changes to working practices implemented	Anticipated changes to governance and structure anticipated
2	Customers migrating to Universal Credit feel that the transition is managed effectively	Produce a plan for the introduction of Universal Credit including resource implications and timescales	Head of Finance	Assist in mapping council services and agencies provision		Respond to the Government's final support service framework	Prepare for the migration of customers to Universal Credit subject to the migration programme agreed by the DWP
73							
3	Customers are happier with methods of accessing the Revenues and Benefits service	Make services available on the web for Revenues and Benefits customers to self-serve	Head of Finance		Identify key steps in the project and ICT requirements. An initial focus is to be given to Direct Debit over the web.	Develop and implement Direct Debit over the web.	Develop and test the remaining self service functionality. Launch web self-service to customers.
Value for Money Projects							
4	Customers are happier with methods of accessing council services Customers can interact with the council at a time and place that suits them	To deliver a change programme which Improves our Customer Experience	Head of Legal and Support Services	Launch new Council Website including a number of self-service options SMS Messaging launched to enable customers to receive text messages from the Council about their	Roll-out the implementation of mobile working technology to our Housing operatives Develop a campaign to publicise new ways customers can contact the Council	Encourage our customers to use new channels for contacting the Council by implementing publicity campaign developed in Q2 Assess customer demand for web self-	Assess the success of web self-service and revise publicity campaign messages if applicable

Council Priority - Value for Money

Ref No	Outcome	Action	Responsible Officer	Action milestones for 2014/15			
				Q1	Q2	Q3	Q4
				queries Develop and implement improvements to self-service kiosks in our reception area	Introduce more self-service options on the Council's website	service options and develop further functionality as required	
5	The Councils' savings targets are met	To deliver a comprehensive 'Planning for the Future' programme which reduces net expenditure and ensures that services meet the Council's future needs	Head of Legal and Support Services	Ensure full delivery of 2014/15 PFFP savings. Support, monitor and shape 2015/16 targets with PMO Project Board	Support project management of the delivery of 2015/16 savings and provide reporting and oversight to support governance structure	Define and support early prioritisation of 2016/17 savings. Continuation of Q2 Tasks/Milestones	Support end stage delivery of 2014/15 savings. Firm up 2016/17 priorities.

Council Priority - Business and Jobs

Ref No	Outcome	Action	Responsible Officer	Action milestones for 2014/15			
				Q1	Q2	Q3	Q4
		with the Statutory Food Law Code of Practice		at food establishments in accordance with the Statutory Food Law Code of Practice	at food establishments in accordance with the Statutory Food Law Code of Practice	at food establishments in accordance with the Statutory Food Law Code of Practice	Q4at food establishments in accordance with the Statutory Food Law Code of Practice
10 76	Consumers have the information and understanding to make informed choices about where and what they eat	Inform consumers of hygiene standards at food establishments	Head of Legal & Support Services	To rate all food hygiene inspections carried out and upload data to the national website To publicise the rating scheme including the highest rated businesses	To rate all food hygiene inspections carried out and upload data to the national website To publicise the rating scheme including the highest rated businesses	To rate all food hygiene inspections carried out and upload data to the national website To publicise the rating scheme including the highest rated businesses (festive theme)	To rate all food hygiene inspections carried out and upload data to the national website To publicise the rating scheme including the highest rated businesses (valentines theme) To issue and publicise the Food Safety Awards
11	Businesses view the Environmental Health service as an effective and efficient service that supports business growth	Contribute to the work of the Leicester, Leicestershire & Rutland Regulatory Services Partnership and Better Business for All work programme	Head of Legal & Support Services	To review our food safety intervention policy focussing on ensuring a risk based approach to targeting To implement new intervention policy by reducing the number of inspections at lower risk businesses	To develop model service standards for regulatory services and introduce in Environmental Health	To participate in a national pilot allowing regulators to share intelligence for the purpose of effective targeting of resource (IRIS)	To complete and evaluate a programme of frequent interventions at a target group of non compliant food businesses
Business & Jobs Projects							
12	Coalville market is more attractive to traders and customers leading to greater	To undertake physical improvements and implement a strategy for promotion and	Head of Regeneration & Planning	Commence improvement works	Complete improvement works	Introduce new social media marketing with traders	Review success of promotion and marketing and amend

Council Priority - Business and Jobs

Ref No	Outcome	Action	Responsible Officer	Action milestones for 2014/15			
				Q1	Q2	Q3	Q4
	use of the market.	advertising of Coalville market		Initiate promotion and marketing	Develop new marketing collateral in terms of leaflets and fliers. Commence programme for events on new forecourt area		marketing plan accordingly
13	Sustainable growth of the district is promoted through an up to date Local Plan, enabling residents to access good quality housing and job opportunities	To engage elected members, town and parish councils in the Local Plan preparation process	Head of Regeneration and Planning	Local Plan Advisory Committee established	Local Plan Advisory Committee meets Local Plan Advisory Committee considers early results of SHMA	Local Plan Advisory Committee meets	Local Plan Advisory Committee considers final SHMA results and recommendations from the Members Advisory Group

Council Priority - Homes and Communities

Ref No	Outcome	Action	Responsible Officer	Action milestones for 2014/15			
				Q1	Q2	Q3	Q4
To provide a fair and supportive Housing service							
Housing Management							
14	Vulnerable people are provided with vibrant and safe places to live	Determine the long term future of sheltered housing schemes with low occupancy/demand	Head of Housing	Set up Task & Finish Group for each scheme.		Evaluate findings of community consultation and identify preferred option for the long term future of the schemes.	Present options to CLT/Strategy Group/Cabinet for approval as required.
15	Customers are satisfied with the Housing Management Service and feel listened to	Feedback from customers is used to inform future service delivery and service improvements	Head of Housing	Identify learning from Satisfaction Surveys and STAR Survey.	Consult HMWG to identify quick wins and top 3 priorities and develop implementation plan.	Consider any new areas for collecting satisfaction levels and how the information can be analysed (e.g by officer?).	
Housing Repairs & Investment							
16	Tenants have safe and decent places to live	Deliver effective contract management for all responsive, planned and cyclical contracts (not DHIP or IRT)	Head of Housing	Hold 3 Monthly Service Review (MSR) meetings with all contractors	Hold 3 Monthly Service Review (MSR) meetings with all contractors	Hold 3 Monthly Service Review (MSR) meetings with all contractors	Hold 3 Monthly Service Review (MSR) meetings with all contractors
17	Tenants are satisfied with the Repairs and Investment Service and feel listened to	Feedback from Scrutiny panel and tenants in general is used to inform future service delivery and service improvements	Head of Housing	Review results of Satisfaction and STAR Survey.	Formulate action plan to address main areas of dissatisfaction	Undertake actions within action plan	Undertake actions within action plan
Housing Choices							
18	Customers are happier with key services provided as they have web access to tailored 24/7 housing advice enabling them to make informed decisions	Implement HomeGuide self service housing advice service by end June 2014	Head of Housing	Launch and advertise introduction of scheme	Commence ongoing mystery shopping exercise to assess ease of use and relevance		Produce evaluation to end of Q3 and report to Homelessness Forum and CLT

Council Priority - Homes and Communities

Ref No	Outcome	Action	Responsible Officer	Action milestones for 2014/15			
				Q1	Q2	Q3	Q4
	Vulnerable people have better access to Housing advisors						
19	People feel proud of their homes and communities	110 affordable housing units will be delivered across the district by March 2015	Head of Housing		Report outcome of HCA National Affordable Homes Programme 2015-18 bid round to CLT		Establish in year delivery numbers and produce informed forecast of affordable housing delivery numbers for 2015-16 based on in year negotiations
To provide a dynamic and customer-focused Leisure service							
20 79	People feel the Council is spending money well	Deliver a programme of efficiency savings in the leisure centres	Head of Community Services	Undertake customer consultation on leisure centre opening times and implement agreed changes	To consult on and develop proposals for a new range of vending services	To undertake site based energy efficiency audits, develop action plan and cost proposals	Review all operational service contracts to seek efficiencies
21	Improved levels of customer satisfaction in leisure centres and with the grounds maintenance service	Measure Customer Service levels in Leisure Services	Head of Community Services	Design and undertake customer satisfaction measurement for Grounds Maintenance Co-design leisure centre website page improvements	Prepare for and manage the Quest Assessment at Hood Park Leisure Centre Relaunch the Learn To Swim Programme at Hermitage and Hood Park Leisure Centres	Prepare for and deliver a Customer Engagement and Listening Week at Hermitage and Hood Park Leisure Centres Co-design to refresh the health and fitness induction and programme experience for customers	Undertake a Quest Directional Review Day at Hermitage Leisure Centre
Homes and Communities Projects							
22	Tenants have safe and decent places to live	To significantly improve the condition of our housing stock through the Decent Homes Improvement Programme	Head of Housing	Hold three core group meetings and six service provider	Hold three core group meetings and six service provider	Hold three core group meetings and six service provider	Hold three core group meetings and six service provider

Council Priority - Homes and Communities

Ref No	Outcome	Action	Responsible Officer	Action milestones for 2014/15			
				Q1	Q2	Q3	Q4
				meetings. Prepare and submit DHIP out turn report to HCA for 2013/14 year	meetings. Complete final accounts for 2013/14 year	meetings. Evaluate out-turn costs from 2013/14 year and report to Project Board. Produce term brief for 2015/16 year	meetings. Issue Task Order to Service Providers.

Council Priority - Green Footprints Challenge

Ref No	Outcome	Action	Responsible Officer	Action milestones for 2014/15			
				Q1	Q2	Q3	Q4
To provide a reliable and efficient Waste collection, recycling and cleansing service							
23	Residents receive better value for money for their recycling efforts	Procure sorting technology to maximise the value of plastics bottles, pots, tubs, and trays; and steel and aluminium cans	Head of Community Services	Prepare tender documentation for tender process and place advert in OJEU for design and installing materials separating technology	Procure and plan installation of under cover bay for housing material separating technology	Complete OJEU evaluation and award contract for design and installing materials separating technology	Commence installation works at Linden Way depot including sorting technology and undercover sorting bays
24	Customers are satisfied with the level of waste services provision	Establish how satisfied the residents of the district are with the waste collection and street cleansing service	Head of Community Services	Prepare a customer satisfaction survey for approval by HoS in conjunction with Portfolio Holder	Mail out surveys to a sample of 6,000 district households	Process returned surveys and evaluate the findings	Prepare an action plan based on the findings of the customer satisfaction survey for approval by HoS in conjunction with Portfolio Holder
Green Footprints Challenge Projects							
25	Residents feel that the Council is spending money wisely	To fully implement waste management software that will increase the reliability and efficiency of our refuse and recycling collections	Head of Community Services	Fit in cab devices to all domestic waste collection rounds and prepare and deliver driver training in the use of the new equipment	Complete the commissioning of the integrated waste back office system including delivery of all new system training requirements	Implement waste performance and financial management software	Go live with capability to offer a range of online waste transactions including bulky waste and chargeable garden waste collections
26	Residents are motivated to become involved in making their community greener	To empower community groups to develop a series of projects that make a difference to residents' quality of life and the environment	Head of Community Services	Evaluate the Give and Gain 2014 Event to scope out the possibility of a Celebrating NWL event Develop the Small Grants Programme 2014/15	Launch the Small Grants Programme 2014/15	Launch of Investing in Our Communities Initiative	Evaluate the Small Grants Programme 2014/15

Outcome Measures						
Ref No	Indicator	Responsible Officer	Quarterly Targets for 2014/15 (Annual Targets in Q4 only)			
			Q1	Q2	Q3	Q4
Revenues and Benefits						
	Benefits Right Time Performance Indicator	Head of Finance	11 days	11 days	11 days	11 days
	Benefits New Claims	Head of Finance	19 days	19 days	19 days	19 days
	Benefits Change Events	Head of Finance	9 days	9 days	9 days	9 days
	Council Tax in year collection rate	Head of Finance	97.8%	97.8%	97.8%	97.8%
	Non-domestic rates in year collection rate	Head of Finance	99%	99%	99%	99%
	HB overpayments recovered	Head of Finance	48%	48%	48%	48%
Planning & Development						
	Satisfaction with service based on agents and town and parish councils	Head of Regeneration & Planning	TBC	TBC	TBC	TBC
	% of customers very satisfied or satisfied with the planning service	Head of Regeneration & Planning	90%	90%	90%	90%
	% of major planning applications determined within a timetable agreed with the applicant	Head of Regeneration & Planning	85%	85%	85%	85%
8	% of minor planning applications processed within 8 weeks (assessed against national target)	Head of Regeneration & Planning	65%	65%	65%	65%
	% of other planning applications processed within 8 weeks (assessed against national target)	Head of Regeneration & Planning	80%	80%	80%	80%
Environmental Health						
	Proportion of residents living near large music events that feel supported by the Council	Head of Legal & Support Services				Establish baseline
	Proportion of programmed food hygiene inspections carried out	Head of Legal & Support Services				95%
	Number of food establishments rated as 3 (satisfactory) or higher using the national food hygiene rating scheme	Head of Legal & Support Services				655
Business Focus						
	Number of permanent traders attending Coalville market increases	Head of Regeneration & Planning		Increase of 1 additional trader from March 2014 figure		Increase of 2 additional traders from March 2014 figure
	Footfall figures at Coalville market	Head of Regeneration & Planning				Establish baseline

Outcome Measures						
Ref No	Indicator	Responsible Officer	Quarterly Targets for 2014/15 (Annual Targets in Q4 only)			
			Q1	Q2	Q3	Q4
Housing Management						
	Reduction in number of voids	Head of Housing	TBC	TBC	TBC	TBC
	% rent arrears of current tenants	Head of Housing	2.04%	3.09%	2.42%	2.13%
	Total arrears for current tenants £	Head of Housing	£349,901	£529,997	£415,078	£368,768
	% tenants satisfied with the allocation and lettings process	Head of Housing	86%	88%	88%	90%
	Average re-let times (days)	Head of Housing	37	36	36	35
Housing Repairs & Investment						
	Percentage of customers satisfied with adaptations	Head of Housing				95
	Percentage of customers satisfied with responsive repairs (TTT)	Head of Housing				89
	Percentage of customers satisfied with DHIP programme	Head of Housing				95%
Housing Choices						
3	Percentage of Homeguide users who find the service easy to use	Head of Housing				75%
	Number of affordable homes delivered (Quarterly – Cumulative target 110)	Head of Housing	10	0	0	100
Leisure						
	Level of NWLDC subsidy to leisure centres	Head of Community Services				£396,230
	Leisure Centre Membership income (quarterly)	Head of Community Services	£224,500	£220,500	£212,400	£222,600
	Hermitage and Hood Park Leisure Centre Customer Satisfaction Scores (obtaining baseline data)	Head of Community Services				Establish baseline
	Leisure Facility Usage Levels (cumulative)	Head of Community Services	224,000	423,000	617,500	838,000
Waste Services						
	Income from sale of recyclables (cumulative)	Head of Community Services	£348,000	£696,000	£960,000	£1.2m
	% customer satisfaction with waste collections	Head of Community				To establish baseline

Outcome Measures						
Ref No	Indicator	Responsible Officer	Quarterly Targets for 2014/15 (Annual Targets in Q4 only)			
			Q1	Q2	Q3	Q4
		Services				
	% of waste recycled	Head of Community Services	46%	46%	46%	46%
	Kgs of waste sent to landfill	Head of Community Services	518	518	518	518

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 4 MARCH 2014

Report Title	2013/14 QUARTER 3 PERFORMANCE MANAGEMENT REPORT
Key Decision	a) Financial No b) Community No
Contacts	Councillor Richard Blunt 01530 564510 richard.blunt@nwleicestershire.gov.uk Chief Executive 01530 454500 christine.fisher@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk
Purpose of report	The report provides members of the Cabinet with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for Quarter 3 (October - December).
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 2013/14
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.
Equalities Impact Assessment	Equality Impact Assessments undertaken in line with the Corporate timetable during 2013/14.
Human Rights	No direct implications.

Transformational Government	No direct implications
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	The report is satisfactory
Consultees	Corporate Leadership Team
Background papers	(1) Council Delivery Plan 2013/14 - http://www.nwleics.gov.uk/pages/council_delivery_plan_2013_14
Recommendations	THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 3 PERFORMANCE REPORT (OCTOBER – DECEMBER 2013).

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 Quarter 3 is included in Appendix 1

2.1 Leisure

Hood Park Leisure Centre completed its £26,000 swimming pool changing room refurbishment project and both leisure centres upgraded and enhanced their fitness room equipment following consultation with customers. The annual listening week was held to capture customer feedback and satisfaction ratings across 12 out of 16 measures at Hermitage and 14 out of 16 measures at Hood Park had improved. Membership income target for Quarter 3 was exceeded by £34,000 and up by over £46,500 compared to the same period of 2012/13.

2.2 Housing Services

Contractor performance in terms of delivering the Decent Homes programme of improvements has significantly improved in Quarter 3, and achieving the required target by the end of Quarter 4 is now confidently predicted. The delivery of new affordable homes is significantly ahead of target, with 117 delivered against a target of 67. The end of year target of 120 is also expected to be exceeded.

A pilot scheme for obtaining more comprehensive and timely responsive repairs satisfaction information is being completed in Quarter 4, and a revised approach to measuring this, which complies with current industry best practice is likely to be introduced for 2014/15.

2.3 Revenues & Benefits

Processing times for Benefits have continued to improve and are well within target.

The proportion of Council Tax collected is above target and only slightly less than performance achieved during 2012/13 for the same period. This is particularly good given that we have implemented the new Council Tax Support scheme and customers have the option of paying in 12 instalments rather than 10 this year.

National Non Domestic Rate collection is only very slightly lower than the same period last year.

Progress in implementing the Academy Mobile Module for Revenues & Benefits is on track and is being linked to the 'Improving our Customer Experience' programme. The enhancements which will be taking place on the website will help to improve the quality of customer service for residents and reduce call volumes into customer services.

2.4 Refuse & Recycling

New cardboard recycling banks have been installed at six of the districts recycling bring sites due to the demand for this service. However, the recycling rate has dropped below target and is attributed to national factors in the main as people move away from buying newspapers to receiving their news via tablets and smartphones. Also, improved technology is producing thinner glass and metal containers.

Our annual trade waste customer satisfaction survey has resulted in a response of 96% satisfaction with the service overall and 99% would recommend the service to another business. NWLDC has also secured the contract for the emptying of street litter bins in Ashby worth £12,000 per annum and is now working in close partnership with Ashby Town Council.

2.5 Development Control

Development control continues to experience very high volumes of major applications and associated reserved matter. Although performance has dropped in Quarter 3 for major applications this can mainly be attributable to several contentious applications where the applicant has not agreed an extension of time. The service is however still on target for the year. Successful recruitment of staff means the service is nearly at full compliment to mitigate against the high volume of applications.

2.6 Environmental Health

A productive quarter that has seen the Environmental Health team exceed both Quarter 3 targets. The safety team has continued to provide an intensive programme of checks at the highest risk food businesses to ensure that food sold is safe to eat. As a result of advice, support and enforcement related work only six of the 30 highest risk food businesses remain non compliant with hygiene law. Work will continue with the remaining businesses.

The Licensing team continue with a programme of taxi enforcement checks to ensure that the fleet of taxis licensed by the Council are safe. In addition to the programme of taxi inspections undertaken at the point of licence renewal, 68 vehicles have been inspected as part of enforcement initiatives. A taxi enforcement evening took place on 30 November with 16 vehicles being checked. nine vehicles were found with no faults, five had minor faults and two serious defects (illegal tyres, fuel leak, oil leak). The public safety risk was removed by suspending the vehicle licences.

3 Council Delivery Plan

Appendix 2 sets out a high level exception reporting 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 Quarter 3.

3.1 Business & Jobs Priority

The Council achieved a major inward investment success by working with the LLEP and Donington Race Track to attract Formula E to a new £5m development of 44,000 sqft workspace alongside the racetrack. It is hoped that the arrival of the international race teams, for the new format electric motor sport, will in turn attract other high tech motor sport companies to Donington.

The portfolio holder continues to receive coverage for the successful visits to major companies in the District, with a night time visit to DHL at East midlands in December.

Business Focus continues to provide support to local businesses, with 35 companies seeking the support from the service in Quarter 3.

Three new Market traders were also attracted to Coalville Indoor Market in Quarter 3.

3.2 Progress against remaining CDP priorities.

As part of the ICE Programme, a number of improvements have been made within the Customer Service Centre. The new and improved working environment has boosted both staff morale and productivity resulting in our customers experiencing improved customer service. This is reflected by the increased number of compliments received by the Customer Services Team with 5 received compared to 3 during the same period last year and customers were appreciative of the new ticketing system with many providing positive verbal comments.

Our ability to answer calls is much improved when compared to the previous twelve months. On average, 80% of calls were answered in Quarter 3. Customers will have

experienced improved access to the Council providing us with the opportunity to resolve their query at their first point of contact.

To ensure that Council services remain good value for money, a public consultation was conducted from September 2013 to November 2013. The results of the consultation were considered at the Cabinet meeting in December 2013. Feedback from our customers will help us identify and develop projects which will deliver medium term savings to the Council's budgets resulting in customers feeling that the Council is spending money well

4 Financial management update

The General Fund outturn is projected to be £876k under budget. This is because of a combination of increased income locally (Planning Fees £350k and Recycling Income £55k) and savings from internal efficiencies (Salaries £235k, lower Homelessness costs and reduced need for contingency funds). The Revenue Budget report received by Cabinet on 11 February explained that these funds would be allocated to projects which will further the Council's objectives.

The outturn position could change significantly as local authorities now share the benefit of additional business rates with Central Government. Any reductions in business rates including closures and rating appeals are also shared locally. There are significant difficulties in projecting business rates income and currently the projected outturn assumes no increase or decrease in business rates.

The forecast surplus on the Housing Revenue Account is £131k less, mostly as a result of reduced rental income because of an increase in empty properties and increased sales through 'Right to Buy'.

5 Sickness absence management update

The corporate target for 2013/14 is 7.5 days per full-time equivalent employee. This equates to 1.875 days per quarter, and cumulatively to 5.63 days to the end of Quarter 3. The actual cumulative outturn for Quarter 3 is 5.63 days and on target. The Quarter 3 outturn is also a significant improvement when compared to the same period of 2012/13 where 7.37 days were lost per full time equivalent employee.

This improvement is down to regular absence monitoring by Human Resources working with line managers and pro-active management and interventions in long-term cases.

6 Supporting evidence and statistics - Appendix 1

Appendix 1 sets out the following items:

- Progress against Council key front line services
- Progress against Business & Jobs priority
- Progress against remaining priorities
- Finance
- Management of Absence

Status definitions used in Appendix 1



Performance on track (milestones) or performance on or above target (PI's)



Performance under control (milestones)



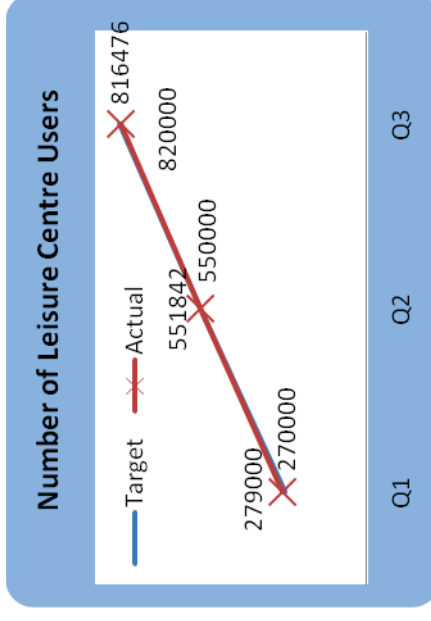
Performance failing (milestones) or performance below target (PIs)

2 PERFORMANCE DASHBOARD – LEISURE

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

Budgeted Cost to provide service	£822,910	Total FTE's	62.12	Complaints received	19
Forecasted cost to provide service	£751,446	Total days lost to sickness	54.41	Compliments received	21

- Leisure Centre performance has remained strong during Quarter 3 with membership income continuing to exceed target (£34,000) and over £46,500 higher than the same quarter last year. Memberships are continuing to increase due to re-investment and refurbishment of fitness equipment through co-design and responding to customer feedback.
- The annual listening week was held in Quarter 3 and satisfaction ratings improved in 12 out of 16 measures at Hermitage and 14 out of 16 measures at Hood Park Leisure Centre.
- The online book and pay module was added and launched to customers at both centres with excellent feedback. The centres are now taking approximately 600 bookings a week on line which has channel shifted contact from reception and telephones allowing queues and telephone answering times to be improved.
- Usage overall has slipped below target predominantly due to a decrease in bookings at Hermitage Recreation Ground all weather area pitch. The playing surface is at the end of its life and customers now expect the latest 3G technology. The capital programme for 2014/15 includes the resources to replace the surface with 3G which will lead to increased income and usage for this facility.
- The swimming pool changing room at Hood Park Leisure Centre were also refurbished after 13 years of heavy usage, and has led to a number of compliments to staff.



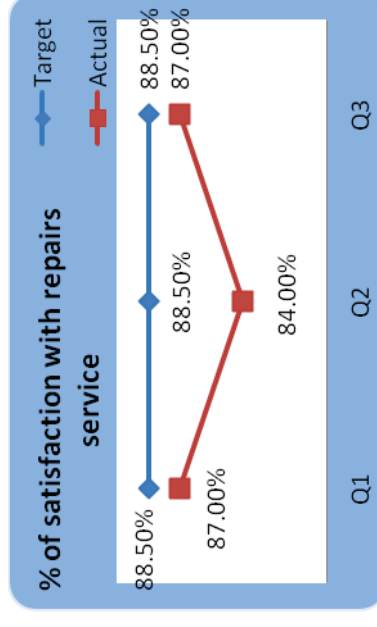
Performance Indicators	Q3 Target	Q3 Actual	Status
Number of Leisure Centre users (see appendix 2)	820,000	816,476	😞
The amount of membership income at Hermitage and Hood Park LC's	£601,000	£634,938	😊
Number of GP Referrals completing a course	45	46	😊

2 PERFORMANCE DASHBOARD – HOUSING

Progress against milestones				Progress against Performance Indicators			
7	Green	0	Amber	0	Red	4	Green
						5	Red

Budgeted Cost to provide service	£430,080	Total FTE's	95.10	Complaints received	19
Forecasted cost to provide service	£425,090	Total days lost to sickness	253.3	Compliments received	19

- The Green and Decent pilot scheme to complete a real world trials of a number of new technologies in volunteer tenants homes continues to progress. From 56 expressions of interest in being part of the trial we are selecting up to 12 tenants to receive different packages of technology, which will be installed in Quarter 4. The technology includes air and ground source heat pumps, solar thermal and photovoltaic panels and a hybrid system that combines new and more traditional technology.
- The Decent Homes Contractors, Kier and Lovell have appointed 4 further Apprentices in Quarter 3 making a total of 9 for 2013/14. This is made up of 7 trade apprentices and 2 office apprentices, which fulfils their contract obligations for 2013/14. A further 6 people have completed training and work experience which has allowed them to access full time work, making a total of 20 for the year to date.
- The delivery target for new affordable homes of 67 for Quarter 3 was significantly exceeded due to early completions, with a total of 117 having been built to date. It is anticipated that the annual target of 120 will be exceeded in Quarter 4.
- Strong performance by the Decent Homes improvement programme contractors in Quarter 3 has largely addressed the shortfall in completed properties reported in Quarter 2.
- The unexpected and significant increase in the number of void properties this financial year, has had a negative impact on a number of performance indicators (rent loss and properties available). Correcting this will be a priority for Quarter 4 but it is anticipated to be 2014/15 before performance levels can return to their previous positions.



Performance Indicators	Q3 Target	Q3 Actual	Status
Number of additional affordable homes delivered across the District	67	117	😊
Number of additional Council homes meeting the Decent Homes standard (see appendix 2)	1,642	1,623	😞

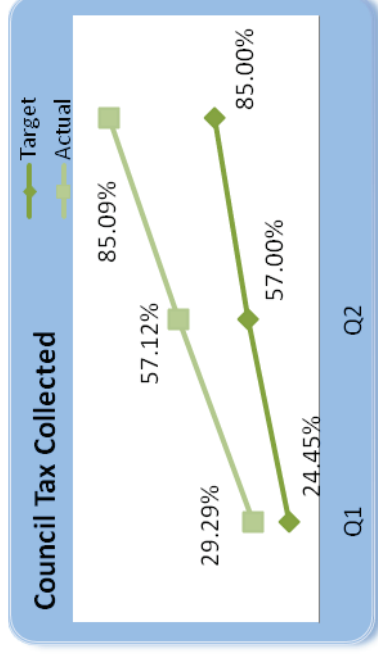
Performance Indicators	Q3 Target	Q3 Actual	Status
Percentage of rent loss through vacant dwellings (see appendix 2)	1.72%	1.91%	☹️
Percentage of new tenants satisfied with the allocation and letting process (see appendix 2)	86.5%	84.5%	☹️
% of dwellings vacant but unavailable (see appendix 2)	3.10%	3.14%	☹️
% of Emergency repairs completed on time - within 24 hours	95%	98.63%	😊
% total responsive repairs completed within target satisfaction (see appendix 2)	88.5%	87.00%	☹️
% total repairs completed within target	97.5%	97.94%	😊
All new customers to have a support plan within 6 weeks of tenancy start date	100%	100%	😊

2 PERFORMANCE DASHBOARD – REVENUES & BENEFITS

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

Budgeted Cost to provide service	£350,990	Total FTE's	27.51	Complaints received	2
Forecasted cost to provide service	£309,420	Total days lost to sickness	108.08	Compliments received	2

- Council tax collection is only marginally down on 2012/13 even though the Council has introduced the Local Council Tax Support Scheme and the option to pay in 12 rather than 10 instalments. This is in part due to a new recovery strategy being put in place for all three councils in the Partnership.
- Non-domestic rates collection is virtually on line but will be affected in future months because of the listing of a new major rate payer with a payment plan which does not match the overall payment profile.
- Benefits processing times continue to be better than target. The automation of DWP ATLAS daily files from late July and has resulted that 60% of items received are now automated. This has resulted in staff being freed up to support the new claims team.



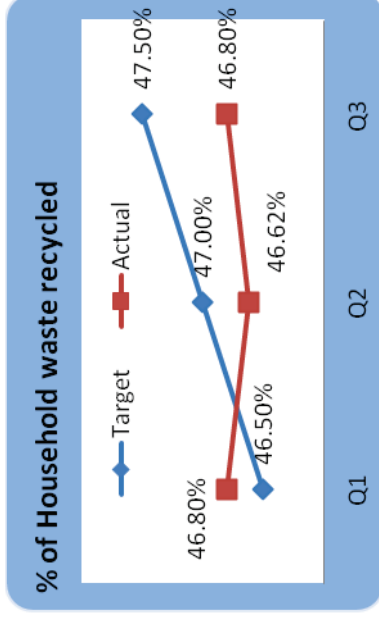
Performance Indicators	Q3 Target	Q3 Actual	Status
Average number of days to process new claims and change events	16	11.98	😊
Time taken to process new Housing Benefit/Council Tax Benefit claims	20	18.94	😊
Time taken to process Housing Benefit/Council Tax Benefit change events	13	10.82	😊
Proportion of Council Tax collected	85%	85.09%	😊
Proportion of national non-domestic rates (NNDR) collected (see appendix 2)	87.36%	87.11%	😞
HB overpayments recovered (All Debt)	18.75%	32.72%	😊
Fraud Sanctions gained	18	30	😊

2 PERFORMANCE DASHBOARD – REFUSE & RECYCLING

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

Budgeted Cost to provide service	£1,640,890	Total FTE's	74	Compliments received	2
Forecasted cost to provide service	£1,474,102	Total days lost to sickness	362	Compliments received	10

- Waste has had an extremely busy quarter with a number of large initiatives being progressed for the service. Cabinet recommended “in principle” to progress a waste transfer station for Coalville which will if delivered lead to improved efficiency for the refuse rounds. Cabinet also approved the purchase of new waste service management software which will again lead to service and back office efficiencies through improving management information and reducing demand on Customer Services. Finally, the capital programme for 2014/15 includes the resources to develop waste sorting technology for separating plastics, steel and aluminium to maximise our income from recycling.
- The trade waste service continues to secure new contracts with over 700 businesses now using our waste and recycling bins and sacks. Our annual trade satisfaction survey was undertaken with 96% satisfied with our overall service and 99% stating they would recommend NWLDC to other businesses.
- New cardboard recycling banks have been installed at 6 sites with the District as we continue to improve our bring site provision.
- However, recycling rates are below target which can in part be attributed to more residents switching to on-line or smart media to receive their daily news, thus reducing newspaper. Also manufacturers are developing products with thinner plastic and thinner metal containers which is reducing weight.



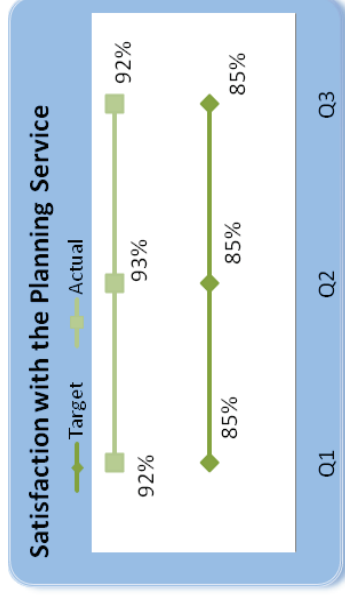
Performance Indicators	Q3 Target	Q3 Actual	Status
Kgs of waste sent to landfill per household per year	516.25	514.00	😊
Proportion of household waste recycled (see appendix 2)	47.50%	46.80%	😞

2 PERFORMANCE DASHBOARD - DEVELOPMENT CONTROL

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






Budgeted Cost to provide service	£581,910	Total FTE's	10.7	Complaints received	4
Forecasted cost to provide service	£249,500	Total days lost to sickness	18.12	Compliments received	1

- For major applications performance dropped in this quarter below the required 85% due to the contentious nature of two of the applications where the applicants had not agreed an extension of time. However, the cumulative figure for Quarters 1-3 is 86.05% which remains above the locally agreed target of 85%.
- The percentage of minor applications dealt with in 8 weeks slightly improved again from Quarters 2 but is still below target due to staffing levels and the volume of major applications.
- In relation to other applications dealt within 8 weeks performance improved markedly in this quarter despite the team continuing to carry vacancies. Cumulatively, to the end of Quarter 3, performance in this PI is 79.00% which is just below the target of 80%.
- To address the high volume of planning applications temporary cover has been brought in to deal with minor applications. The team are now only carrying one Planning Officer vacancy which it is anticipated to fill in Quarter 4 with the view to achieving the target of 80% of planning applications in 8 weeks in the next quarter.





Performance Indicators	Q3 Target	Q3 Actual	Status
Percentage of customers very satisfied or satisfied with the Planning Service	85.00%	92.40%	😊
Percentage of major planning applications processed within period agreed with applicant (see appendix 2)	85.00%	75.00%	😞
Percentage of planning applications determined within 8 weeks for minor applications (see appendix 2)	65.00%	56.66%	😞
Percentage of planning applications determined within 8 weeks for other applications (see appendix 2)	80.00%	79.00%	😞

2 PERFORMANCE DASHBOARD - ENVIRONMENTAL HEALTH






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

Budgeted Cost to provide service	£352,520	Total FTE's	14.22	Complaints received	0
Forecasted cost to provide service	£300,920	Total days lost to sickness	7	Compliments received	1




- Review of street trading policy – A consultation exercise closed on 28 October. A report and draft policy was taken to Licensing Committee on 27 November. A final draft of the policy was considered and adopted by Council on 21 January. The new policy, making the whole District a 'consent area' will commence on 1 April.
- Review of Statement of Licensing Policy – A statement of Licensing Policy explains how the Council will carry out its role under the Licensing Act 2003. A consultation exercise closed on 7 October. A report and draft policy was taken to Licensing Committee on 27 November. Licensing Committee requested additional information be submitted by the police regarding the special policy area in Ashby. The additional information from the police will be considered by Licensing Committee in February. A draft policy will be submitted to Council for approval on 25 March.
- Food Safety Inspection Programme - The Safety team has continued to provide an intensive programme of checks at the highest risk food businesses to ensure that food sold is safe to eat. As a result of advice, support and enforcement related work only 6 of the 30 highest risk food businesses remain non compliant with hygiene law. Work will continue with the remaining businesses.

Performance Indicators	Q3 Target	Q3 Actual	Status
Number of food establishments within the high risk project (30) deemed to be broadly non compliant with food hygiene law on 31st March 2014.	15	6	
Number of licensed vehicles checked during 'on the spot' programme	60	68	






3 COUNCIL DELIVERY PLAN - BUSINESS & JOBS PRIORITY

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







- A successful place event for local businesses held at Bardon in October was attended by 30 local businesses. This event has resulted in 8 local firms developing solutions for improved broadband service and 3 firms working with the County Council on support from the Local Sustainable Transport Fund Programme. Productive introductions were also made to the local Police and Job Centre Plus who supported the event.
- In addition to attracting the major international investment of the Formula E teams to Donington Racetrack – Field Sports UK was attracted to Staunton Harold with the creation of 6 new jobs. Targets for assisting local businesses to relocate continue to be exceeded as the economy improves. In Quarter 3, Premier Logistics moved to improved premises in Bardon.
- Business Focus service continues to exceed its targets for sign posting local businesses to grant aid (mainly from the LLEP). In Quarter 3, 3 local companies have received Regional Growth Funding following introductions from events organised by Business Focus. Donington Race Track also received a major investment from the LLEP Growing Places Fund.

Performance Indicators	Q3 Target	Q3 Actual	Status
Number of local businesses and enterprises supported through advice and signposting (cumulative)	90	110	
Number of businesses assisted to relocate to improved premises within the District (cumulative)	2	16	
Number of local businesses assisted to lever in grant aid and private investment (cumulative)	8	139	

4 PROGRESS AGAINST REMAINING CDP PRIORITIES

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

- Improving Customer Experience (ICE) programme has procured a number of key technologies such as the Customer Gateway and new Council Website which, once implemented, will provide customers with a wider range of options for engaging with the Council, enabling greater choice and facilitating customer independence.
- New PCs installed throughout Customer Services with the latest software are allowing for quicker transaction times. Customers are now experiencing quicker service and reduced waiting times when visiting or calling the Council. Call recording equipment has been installed meaning our customers are now experiencing improved customer service levels as call quality is measured and training and coaching is provided to all staff. Additionally, complaints handling is improved as information gathering is easier meaning our customers have their complaints dealt with faster resulting in improved customer satisfaction in how we deal with their complaints.
- Live call display information allows us to manage our resources more efficiently and effectively. Customers will have experienced their calls answered quicker as resource can be allocated to meet demand.
- As part of the supporting and delivering the Safer North West Leicestershire Partnership Strategy and action plan, prioritising tackling crime, focusing on anti-social behaviour and supporting our communities, the promotion of Halloween and Bonfire night community safety messages saw a 71% reduction in ASB for the whole of Leicestershire.

Performance Indicators	Q3 Target	Q3 Actual	Status
Proportion of customers satisfied with the quality of face to face contact with Customer Services (see appendix 2)	98%	NA	Black
Average face to face waiting time is less than 10 minutes (see appendix 2)	97%	NA	Black
Proportion of customers satisfied with the quality of telephone contact to Customer Services (see appendix 2)	94%	NA	Black
Average call waiting time in Customer Services	<3.30	1.13	
Average call handling time in Customer Services (see appendix 2)	<3:19	3:21	
Average no. of working days to resolve stage 1 complaints	10	7	
Proportion of customers satisfied with the complaints process	75%	77%	
Quality of call response by Control Centre	99%	99%	
Corporate Sickness Absence Target (Days lost per Full-time-equivalent)	5.63	5.63	

5 FINANCE UPDATE

This section sets out the projected financial position of the Council for the year ending 31st March 2014. The Council set its Revenue Budget at £10.490m on 26th February 2013.

General Fund – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	10,490	9,614	-876

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).	755	735	-20

HRA SUMMARY	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
Net cost of service (Total rent income less total expenditure)	(1,474)	(1,343)	131

Capital Expenditure	General Fund £ 000	Special Expenses £ 000	HRA £ 000
Approved Budget for the Year	1,779	188	15,865
C/F from 2012/13	323	99	1,593
Approved projects in year	343	10	0
Slippage Identified in Year	32	(202)	(1,719)
Total Budget for 2013/14	1,969	95	15,738
Likely outturn for 2013/14 (provisional)	1,936	95	15,738

Comments on General Fund Variances

- Across the Chief Executive Directorate, it is projected salaries will be under spent by £95k
- Planning and Development Control fees are projected to be £350k above budget
- Recycling Income is forecast to be £55k above budget
- The Revenue Budget Contingency is expected to be at least £100k under spent. Homelessness prevention expenditure likely to be £70k under spent compared to budget largely due to reduced spending on family B&B placements as a result of earlier intervention and housing advice, coupled with the positive work of Supporting Leicestershire Families.

Comments on Special Expenses Variances

- Increased burial and monument fees £12k
- Salary savings £9k

Comments on HRA Variances

- Reduced forecast rent income of £250k due to increased void levels (£.185k) and 39 fewer rentable properties than budgeted (£65k) compared to budget assumptions. There is also a small £13k reduction in service charges for the same reasons.
- There is an under spend of £60k on Council tax on void properties as the budget for 2013/14 was increased in anticipation of higher charges. The level of additional charges for empty properties has not been as high as was predicted and the budget for 2014/15 is being reduced to reflect this.

Comments on Capital Budget

- General Fund - The original approved budget of £1.779m has been updated to £1.969m. This is due to addition of new approved projects and carried forward projects from last year (£628k) and slippage of projects to next year (£438k). The expected out-turn is £1.936m, which is some £33k lower than revised budget. This variance is mainly due to refuse vehicles being purchased at lower price than budgeted.
- Housing Revenue Account - Capital budget was set at £15.865m. Due to carrying forward capital items from last year of £1.593m and forecast slippage of £1.720m into next year, the revised outturn is expected to be around £15.738m.

6 MANAGEMENT OF ABSENCE

Quarter 1	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 – Long 2 - Short	165.80 – Long 148.07 - Short	56.00 – Long 35.39 - Short	231.70 – Long 44.52 - Short	149.06 – Long 50.44 - Short	0 – Long 18.80 - Short	602.56 – Long 299.22 - Short
Total days lost	2 0	313.87	91.39	276.22	199.50	18.80	901.78
Number of FTE's	14.52	206.53	60.66	95.68	71.86	27.56	476.81
Cumulative no of days lost per FTE	0.14 days	1.52 days	1.51 days	2.89 days	2.78 days	0.68 days	1.89

Quarter 2	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 – Long 2.40 - Short	174.10 – Long 121.40 - Short	21.20 – Long 22.00 - Short	211.00 – Long 70.20 - Short	31.00 – Long 41.09 - Short	37.00 – Long 19.00 - Short	474.28 – Long 274.91 - Short
Total days lost	2.40	295.50	43.20	281.20	72.90	56.00	749.19
Number of FTE's	14.52	205.18	57.76	94.20	71.25	27.25	470.16
Cumulative no of days lost per FTE	0.17 days	2.97 days	2.33 days	5.92 days	3.82 days	2.74 days	3.51

Quarter 3	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 – Long 4.50 - Short	302.2 – Long 126.3 - Short	83.7 – Long 19.9 - Short	160.0 – Long 93.3 - Short	68.5 – Long 78.3 - Short	5.00 – Long 18.9 - Short	619.38 – Long 341.16 – Short
Total days lost	4.50	428.50	103.6	253.3	146.8	23.9	960.50
Number of FTE's	15.02	198.72	60.77	94.60	68.18	26.15	463.44
Cumulative no of days lost per FTE	0.30 days	2.16 days	1.70 days	2.68 days	2.15 days	0.91 days	2.07 days

- The provisional analysis of the corporate sickness data to the end of Quarter 3 is a rate of 5.63 days per fte lost against a target of 5.63 days. The equivalent rate at this time in 2012/13 was 7.37 days per fte lost.

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Appendix 2

COUNCIL DELIVERY PLAN & KEY FRONT LINE SERVICES – ACTIONS AND PERFORMANCE INDICATORS BY EXCEPTION ONLY FOR QUARTER 3 CABINET PERFORMANCE REPORT

Key



Performance on track (milestones) or performance on or above target (PI's)



Performance under control (milestones)




Performance failing (milestones) or performance below target (PIs)


COUNCIL DELIVERY PLAN & KEY FRONT LINE SERVICES – ACTIONS

Leisure Services Actions			
Action	Responsible Officer	Action milestones for 2013/14	
		Q3 Milestone	Q3 Progress
Reduce health inequalities within priority neighbourhoods and targeted groups by promoting and delivering opportunities for participation in sport and physical activity	Head of Community Services	Deliver Well Families Clinics in Measham, Thringstone & Greenhill.	Well Families Clinics have been delivered in Measham, Greenhill and Castle Donington, with a further clinic to be held in Thringstone on 11 February. 140 people attended the 3 clinics from which there were 6 cholesterol, 17 blood pressure, 7 BMI (Body Mass Index), and 6 smoking cessation referrals.
To promote and deliver opportunities for participation in sport and physical activity by children	Head of Community Services	Deliver a beginner 'Try a Tri' event encouraging young people to experience swimming, cycling and running, and engage local clubs/NGB's in order to promote exit routes	The 'Try a Tri' event was scheduled to be delivered in November. The event was advertised and promoted through press releases, the website, the Local Sports Alliance, Triathlon England, East Midlands Triathlon, the leisure centres, various Twitter and Facebook accounts, local businesses, local Triathlon clubs and local events such as Parkrun and the Snibton 10k running event. Despite the promotion, only 3 people entered the event as compared to 22 when the event was held previously. Consequently, we extended the entry date and re-advertised but with no further success. The event was therefore postponed and we will look to now hold it at the end of February



Refuse & Recycling Actions


Action milestones for 2013/14			
Action	Responsible Officer	Q3 Milestone	Q3 Progress
To deliver town centre car park improvements by implementing an action plan which will aid businesses and encourage customers to spend more time in the district	Head of Community Services	Resurface the Market Hall Car Park, Coalville.	The contract was awarded to local contractor Aggregate Industries UK for the car park resurfacing works to the Council offices main car park and the Market Hall car park. The Council offices main car park has been completed on time and within budget. There are external factors beyond Council control delaying the commencement of the Market Hall resurfacing work due to proposed network reinforcement works (cable laying) by the regional electricity company requiring a signed wayleave agreement with the landlord (Belvoir Shopping Centre).
			Status 



Development Control Actions

Action milestones for 2013/14			
Action	Responsible Officer	Q3 Milestone	Q3 Progress
To complete Coalville Conservation Area and Conservation Area Appraisal	Head of Regeneration & Planning	Seek adoption of the Coalville Conservation Area and Conservation Area Appraisal	Final draft completed and it is understood that it is still to be discussed in due course at Strategy Group
To promote exemplar sustainable developments	Head of Regeneration & Planning	Report to Cabinet for approval of urban design guide	The Design SPD is ready for consultation and was to be subject to of a Breakfast Meeting Consultation launch at the end of October but this has been postponed due to issues relating to the Core Strategy
			Status 


Development Control Actions

Action milestones for 2013/14			
Action	Responsible Officer	Q3 Milestone	Status
Planning and Development Team will review and refresh the Agents Forum which will help improve the working relationship with agents	Head of Regeneration & Planning	Review feedback from Forum and set in place any agreed action points	The Planning and Building Control Forum did not take place in Quarter 2 as the key Planning and Development Team member left the authority but as this post has now been filled, it is anticipated to arrange a Forum in Quarter 4 
Planning and Development Team will continue to deliver Planning related training to the Parish and Town Councils	Head of Regeneration & Planning	Undertake rolling programme of bespoke Parish training delivery across a range of formats to include training at Parish offices and centralised training	No Parish Council training took place in Quarter 3 as the key Planning and Development Team member left the authority but as this post has now been filled, it is anticipated to arrange further Parish Council training sessions in Quarter 4. 


Environmental Health Actions			
Action milestones for 2013/14			
Action	Responsible Officer	Q3 Milestone	Q3 Progress
To maximise income opportunities within Environmental Health	Head of Legal & Support Services	To devise a model for charging for business advice (delivered through the County wide Better Business For All programme)	This project forms a part of the Better Business for All programme action plan. A task and finish group has been formed to deliver this initiative. The Environmental Health Team Manager is a member of the T&F group. A draft charging model has been devised. The T&F group will now consult all members of the Leicester and Leicestershire Regulatory Services Partnership on the draft model. Once a charging model has been agreed, a report will be presented to CLT considering the adoption of a charging policy in NWLDC
			Status 

Business & Jobs Actions			
Action milestones for 2013/14			
Action	Responsible Officer	Q3 Milestone	Q3 Progress
To provide advice and guidance to local businesses and assist existing and new businesses to relocate within the District	Head of Regeneration & Planning	Publish Q3 Business Newsletter	Newsletter drafted and to be circulated in January 2014
To provide advice and guidance to local businesses and assist existing and new businesses to relocate within the District	Head of Regeneration & Planning	Launch Ambassador and secure private sector sponsorship	Under review and to be discussed with the Portfolio Holder in Quarter 4
			Status 
			Status 

Business & Jobs Actions


Action milestones for 2013/14			
Action	Responsible Officer	Q3 Milestone	Status
to local businesses and assist existing and new businesses to relocate within the District	Head of Regeneration & Planning	Report exemplar Better Business for All testimonials to Cabinet	To be confirmed and reported in Quarter 4 

Other CDP Action



Action milestones for 2013/14			
Action	Responsible Officer	Q3 Milestone	Status
To develop a change programme which improves the customer experience	Head of Legal & Support Services	Engage with customers to help develop long term strategies that deliver customer independence, particularly using new technologies	During Quarter 3, the ICE programme has procured a number of key technologies such as the Customer Gateway and new Council Website which, once implemented, will provide customers with a wider range of options for engaging with the Council, enabling greater choice and facilitating customer independence. It has been agreed by the ICE Programme Board that customer engagement on the new technologies will be deferred until there is a prototype working website available for them to view and engage with. A customer co-design group is currently being developed for the new website and it is anticipated that this will meet in Quarter 4. 

COUNCIL DELIVERY PLAN & KEY FRONT LINE SERVICES – PERFORMANCE INDICATORS




Performance Indicators – Leisure Services

Performance Indicators	Q3 Target	Q3 Actual	Status	Commentary
Number of Leisure Centre users	820,000	816,476		Usage has failed to hit target by approximately 4,500 (0.5%). Attendances were good at Hermitage and Hood Park due to successful membership promotions and a number of events. Similarly, usage was maintained at Measham LC and Ibstock and Castle Donington College's in the run up to the new year. However, the usage of Hermitage Recreation Ground has dropped considerably. It is down by 9,099 on 2012/13 and by 10,675 on 2011/12. The reason for this is the deteriorating state of the artificial pitch carpet which has led to teams relocating on alternative pitches. This is also reflected in the income which is estimated to drop from £26,952 in 2012/13 to £21,689 in 2013/14. A proposal is being developed to recommend replacement of the carpet with a view to significantly increasing usage and income.


Performance Indicators – Housing

Performance Indicators	Q3 Target	Q3 Actual	Status	Commentary
Number of additional Council homes meeting the Decent Homes standard	1,642	1,623		Delivery of Decent Homes improvements is now only 19 properties behind the original programme. Lovell recovery plan implemented and delivering required improvements. Ongoing regular monitoring of both contractors will ensure that year 2 (2013/14) targets are achieved by year end.
% of rent loss through vacant dwellings	1.72%	1.91%		There continues to be a 17% increase in the number of properties becoming empty and properties are taking slightly longer to complete the required works. Properties included in the new approach to dealing with damp recently approved by Cabinet and properties with identified Decent Homes Improvement works are having the work carried out during the void period. This has impacted on the increased level of rent loss, as the new approach to


Performance Indicators – Housing

Performance Indicators	Q3 Target	Q3 Actual	Status	Commentary
				damp work did not commence until part way through Quarter 3. Performance is currently behind target by £18,189. Close monitoring of void performance continues to be undertaken
Percentage of new tenants satisfied with the allocation and letting process	86.5%	84.5%		Cumulatively 84% of new tenants who have returned the survey forms are satisfied with the allocations and lettings process with 7% (3) being dissatisfied. The remaining 9% stated they were neither satisfied or dissatisfied. Those tenants who were not satisfied with the service are being contacted in Quarter 4 to establish the reasons and learn from this
% of dwellings vacant but unavailable	3.10%	3.14%		The cumulative performance is above target by 0.04% or 16 properties. 14 properties (Heather House) are due to be sold during Q4 which will contribute to achieving the annual target.
% total responsive repairs completed within target satisfaction	88.5%	87.00%		The Quarter 3 performance is just below target but is an improvement of 7% when compared to the same period of 2012/13. The target was missed by just 3 satisfied responses. A new approach to collecting satisfaction information is being trialled in Quarter 4 which is planned to increase response rates significantly which we hope will give a more balanced reflection of true customer satisfaction with the service.




Performance Indicators – Revenues & Benefits

Performance Indicators	Q3 Target	Q3 Actual	Status	Commentary
Proportion of national non-domestic rates (NNDR) collected	87.36%	87.11%		NNDR collection is slightly less than the same period last year. This is due to a large rate payer being billed in November for the whole year. Their payment plan runs through to March so a large proportion of the charge is not yet due. It is anticipated that the full charge will be collected by the end of the financial year.


Performance Indicators – Refuse & Recycling

Performance Indicators	Q3 Target	Q3 Actual	Status	Commentary
Percentage of household waste recycled	47.50%	46.80%		Recycling rates are below target which can in part be attributed to more residents switching to on-line or smart media to receive their daily news, thus reducing newspaper. Also manufacturers are developing products with thinner plastic and thinner metal containers which is reducing weight

Performance Indicators – Development Control

Performance Indicators	Q3 Target	Q3 Actual	Status	Commentary
% of major planning applications processed within period agreed with applicant	85.00%	75.00%		Performance dropped in this quarter below the required 85% due to the contentious nature of two of the applications where the applicants had not agreed an extension of time. However, the cumulative figure for Quarters 1-3 is 86.05% which remains above the locally agreed target of 85%
Percentage of planning applications determined within 8 weeks for minor applications	65.00%	56.66%		Performance slightly improved again from Quarters 2 but some still way below target due to the reasons reported in Quarters 1 and 2 and continued vacancies. Only one post now remains vacant.
Percentage of planning applications determined within 8 weeks for other applications	80.00%	79.00%		Performance improved markedly in this quarter despite the Team continuing to carry vacancies. Cumulatively, to the end of Quarter 3, performance in this PI is 78.46% which is just below the target of 80%. The Team are now only carrying one Planning Officer vacancy which it is anticipated to fill in Quarter 4 with the view to achieving the target of 80% in the next quarter.

Performance Indicators not on track for other CDP priorities

Performance Indicators	Q3 Target	Q3 Actual	Status	Commentary
Proportion of customers satisfied with the quality of face to face contact with Customer Services	98%	N/A	Black	Customer Satisfaction was not undertaken during Quarter 3 and is now re-scheduled for Quarter 4. Following the installation of the new Qmatic queuing system within customer services, it became apparent that we could use the Qmatic tickets issued to customers in order to capture customer satisfaction. However, whilst testing the Qmatic system for this use (which was outside of the original project brief) we have experienced technical faults using Qmatic for this purpose and this has been reported to the supplier. Their feedback highlighted that we had to change the design of the questions. This has now been actioned and is currently being tested before using with customers. Our back up plan would have been to use Standpoint, however, this unit was in use by another service throughout Quarter 3. Standpoint is now available to the P&P team until the end of Feb 2014 and will be installed in customer services.
Average face to face waiting time is less than 10 mins	97%	N/A	Black	The data to capture this comes from the face to face customer satisfaction which was not collected due to the reasons stated above. This will be captured in Quarter 4.
Proportion of customers satisfied with the quality of telephone contact to Customer Services	94%	N/A	Black	Quarter 3 saw the implementation of a number of customer service improvements as part of the ICE programme, including the removal of an internal wall, improving the overall working environment, the installation of new PCs within customer services, wall boards displaying live call data, Red Box call recording system installed, improvements to interview rooms, decoration throughout and staff lockers installed. Therefore, it was decided that it would be better to undertake this PI following the completion of the improvements and this will now be undertaken in Quarter 4.
Average call handling time in customer services	3.19	3.21		As proposed at Cabinet following Quarter 2, this target has been reviewed and a revised target of 3:19 is suggested for the remainder of the year (Quarter 3 and 4) which is the average of the past 12 months performance to the end of Quarter 2 2013/14. While we have not met the revised target for Quarter 3, performance for the quarter is an improvement of 6 seconds per call from the 3:27 achieved in Quarter 2.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 4 MARCH 2014

Title of report	ADDITIONAL COSTS OF THE DECENT HOMES IMPROVEMENT PROGRAMME 2014/15
Key Decision	a) Community Yes b) Financial Yes
Contacts	Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Councillor Roger Bayliss 01530 411055 roger.bayliss@nwleicestershire.gov.uk Chief Executive 01530 454500 christine.fisher@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk Head of Finance 01530454520 ray.bowmer@nwleicestershire.gov.uk
Purpose of report	To seek Cabinet approval to recommend to the Council an amended HRA Budget, Housing Capital Programme, and Treasury Management Strategy Statement for 2014/15, in response to the increase in costs identified as part of the preparations for the delivery of the 2014/15 Decent Homes Improvement Programme.
Reason for Decision	To ensure that Council has adequate financial resources to deliver the required programme of improvement works to Council tenants homes.
Council Priorities	Value for Money Homes and Communities
Implications: Financial/Staff	 Financial implications detailed in the report.
Link to relevant CAT	Not applicable

Risk Management	Making adequate budget provision to complete this work will allow the Council to achieve the objectives for the improvement programme as set out in the Housing Business Plan.
Equalities Impact Assessment	No impact identified
Human Rights	None identified
Transformational Government	Not applicable
Comments of Head of Paid Service	The report is satisfactory.
Comments of Section 151 Officer	The report is satisfactory.
Comments of Deputy Monitoring Officer	On the advice of external solicitors, the report is satisfactory.
Consultees	Housing Revenue Account Business Plan Project Board
Background papers	<p>Delivery of the Decent Homes Improvement Programme 2012/13 to 2014/15 – Procurement Issues (Cabinet - 18 October 2011)</p> <p>Housing Revenue Account (HRA) Business Plan – (Cabinet 17 January 2012)</p> <p>Delivery of the Decent Homes Improvement Programme 2014/15 – Stock Condition Survey Procurement. (Cabinet – 24 September 2013)</p> <p>Capital Programmes – General Fund, Coalville Special Expenses and Housing Revenue Account (H.R.A.) Projected Outturn 2013/14 and Proposed Programme 2014/15. (Cabinet 11 February 2014)</p>
Recommendations	<p>THAT CABINET -</p> <p>1. NOTES THE PROJECTED INCREASE IN COSTS ASSOCIATED WITH COMPLETING THE 2014/15 DECENT HOMES PROGRAMME OF IMPROVEMENTS.</p> <p>2. RECOMMENDS TO COUNCIL THE REVISED</p>

	<p>2014/15 HOUSING CAPITAL PROGRAMME AND HRA BUDGET AS DETAILED IN APPENDIX 2 AND 3 OF THIS REPORT TO FUND THIS INCREASE IN COSTS, AND THE AMENDED PRUDENTIAL INDICATORS DETAILED IN APPENDIX 4.</p> <p>3. AGREES TO RECEIVE A FURTHER REPORT AT ITS NEXT MEETING ON 24 JUNE 2014 REGARDING THE FUNDING OPTIONS TO COMPLETE DECENT HOMES IMPROVEMENTS TO THE ADDITIONAL NON DECENT PROPERTIES RECENTLY IDENTIFIED.</p>
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1.0 BACKGROUND

- 1.1 The Decent Homes Improvement Programme was established in 2012/13 using a combination of the Council's own resources and £20.75 million of Government Decent Homes Backlog Funding, which was secured following a competitive bidding process in 2010/11. The programme was structured to deliver Decent Homes Improvement works to an estimated 3729 Council tenants homes over a three year period covering 2012/13, 2013/14 and 2014/15.
- 1.2 The level of Decency within the housing stock is dynamic, in that it varies on an ongoing basis due to many factors. These include reductions in Decency due to building components failing (e.g. central heating boilers breaking down), or getting older (exceeding their working life) and increases due to responsive repairs where we cannot wait for the improvement programme to pick up emerging issues. We also need to adjust the level of Decency as we sell properties under the Right To Buy or other sales, such as the recent disposal of Heather House. For these reasons the management of the delivery of the Decent Homes Improvement Programme required a degree of flexibility to react to the changing situation regarding Decency levels.
- 1.3 The nature and scope of work required in individual properties also varies significantly, from one or two elements requiring attention, to a comprehensive modernisation involving most components in the property. The process used to cost the works to be carried out is therefore based on average values of works per property, and whilst there are expected parameters to this average, the nature of the work being undertaken and the age and condition of the housing stock in any one year's programme can have a significant impact on the average cost for that year.
- 1.4 Based on the three year Decent Homes backlog funding award we have developed a three year improvement programme, designed to make all of the projected 3,729 non decent properties meet the Decent Homes standard by 31st March 2015. As part of our grant funding agreement with the Homes and Communities Agency we are required to make all of the properties that failed the Decent Homes standard before March 2012 (3390 homes), meet the Decent Homes standard by March 2015. 90% of this work is to be funded from Decent Homes Backlog Funding and the remainder from our own resources. All properties that have failed the Decent Homes standard since March 2012 are our responsibility to complete work to, and we can dictate the timetable.

- 1.5 In preparation for the delivery of the Decent Homes Improvement Programme, Cabinet approved a series of recommendations which created the governance infrastructure to appoint contractors and deliver the works on the 18 October 2011. This involved delegation of the authority to award works to the Director of Services in consultation with the Head of Finance as Section 151 Officer. It also included financial projections relating to the level of capital resources predicted to be needed/available to complete the full three year programme of works, but noted that with Housing Revenue Account Reform to be implemented, the situation was likely to be subject to change. It also noted that we projected that £10m of borrowing headroom was likely to be available from HRA reform and that this could provide funding capacity by saying the headroom "...this does offer us some flexibility to react to any negative short term funding issues" (section 4.7 of the report).
- 1.6 Having taken advice from our professional advisors Savills, we undertook an OJEU compliant procurement process to appoint two contractors to complete the required improvements. This competitive process led to the appointment of Kier and Lovell as service providers under the terms of five-year Term Partnering Contract (TPC), to spend a projected £35 million on improvement works to Council tenants homes between 2012/13 and 2016/17.
- 1.7 Performance in terms of delivering the required programme is currently progressing well, with over 1800 properties already made Decent by our contractors by the end of January 2014. Improvement works to a further 1561 properties were projected to be required in 2014/15, to complete the original programme.

2.0 CURRENT SITUATION

- 2.1 The Term Partnering Contract that we have with our service providers, Kier and Lovell, commits us to undertaking an estimated £35 million of work over the five years of the contract term. The process through which each year's programme of work is annually commissioned is for the Council to provide each service provider with a Term Brief, which specifies details of the addresses where work is required, and the specific work required at each address.
- 2.2 The service providers then use the Term Brief to produce a Task Price, which is then submitted to the Council for consideration. The annual price is driven by a number of factors, including the volume and complexity of the works required, and the costs to the contractor of completing the work, in terms of labour, materials, and overheads. The Council then considers the contractors submitted Task Price, and if it is accepted we issue a Task Order which confirms the works required and the price to be charged for the year's programme. This is our third year of the five year programme, with this process being used each year to commission works.
- 2.3 In order to ensure that the annual Term Brief we issue to the contractors is as accurate as possible, Cabinet has agreed to the completion of scoping surveys of all the homes to be included in the programme to assess their condition. This has proved to be invaluable for us in terms of being able to minimise variations in the specified work that would have arisen if we had based our Term Brief on our historic stock condition information.
- 2.4 There remains a degree of variation in works process as a result of the individual needs and preferences of customers, and any unforeseen works which only become apparent once other works commence. These are managed on an ongoing basis as part of the contract management process. We also have to amend the programme on an ongoing basis due to -

- Refusals – where tenants do not want any work completing.
- Part refusals – where tenants want some but not all of the required work completing.
- Deferrals – where tenants want the works completing, but at a later date.
- No access – where we cannot make contact with the tenants.

All of these issues require properties to be moved backwards and forward in the annual programmes, with all of these movements having an effect on the contract price, as the properties brought forward may require more or less work than those originally specified. This process is also managed on a day to day basis by the Planned Improvement Team.

- 2.5 There is an annual Partnering Timetable as part of the contract's requirements, which gives agreed deadlines for the supply of information by both the service providers and the Council regarding the agreement to a Task Order.
- 2.6 At its meeting on 11 February 2014 the Cabinet was made aware in an addendum to Item 7 on the agenda regarding the Capital Programme, (see Appendix 1), that as part of the process of agreeing the Task Price for the completion of works to the 1561 tenants homes in the 2014/15 programme, additional costs of £1.873 million were identified, and additional funding will be required before these works can be commissioned as the cost currently exceeds the available draft capital budget.
- 2.7 Section 3 of this report will examine the options available to fund this work and/or reduce the additional budget requirement. This issue has prevented us from placing an order for the entire 2014/15 programme, so as an interim step we intend to commission a revised Task Price 5 for 800 properties (400 each for the two service providers) as this can be funded from within the existing draft capital budget. Subject to the outcome of Cabinet's decisions regarding funding the rest of the programme, a further Term Brief will be issued, which will lead to the agreement of a Task Price 6 for the remaining properties in the 2014/15 programme. Prices for Task Price 5 and Task Price 6 have been received from the contractors and validated, and the final confirmed funding shortfall is £1.65 million. The reason for this reduction is that Lovell have taken the opportunity to refine their price for roofing works, making a consequent reduction. This is as a result of them changing their projected roof type profile, with an associated reduction in the projected cost of completing the works. This cost reduction would have been addressed as part of the ongoing contract management process, as the specific nature of roofing works completed is confirmed at the property handover stage, and the accounts submitted for payment have to reflect this final agreed position.
- 2.8 In addition to surveying the properties that were to form part of the 2014/15 improvement programme, Cabinet also agreed in September 2013 to commission surveys of the properties that we believed already met the Decent Homes standard. This was considered prudent to ensure that our information regarding these properties was as accurate as the data we held on all the other properties in the housing stock. Consequently a total of 2100 surveys were commissioned from Savills, and as a result of the outcomes from these surveys an additional 296 non Decent Homes were identified. Initial consideration of the options available with respect to addressing these properties will be considered in section 5.0 of this report, although it is proposed that a more detailed evaluation of the options available will be presented to Cabinet in June.

3.0 ADDITIONAL COSTS

- 3.1 As a result of the Task Price supplied by the contractors for the completion of the 2014/15 programme, we estimate an additional £1,650,058 will be required to complete the improvement work. This is because the prices supplied exceed the draft Housing Capital Programme budget provision by this amount. The draft Housing Capital programme budget was established in 2013/14 based on a projection from our historic stock condition records and historic rates charged for the completion of each element of the required improvement works. Table 1 below illustrated the position re the budget.

Table 1 –Comparison of draft budget provision and Task Price 5.

	Value (‘000’s)
Combined Task Price 5 and 6	£12,501,725
Available Draft Budget	£10,851,667
Difference	£1,650,058

- 3.2 The contract is based on partnering open book principles, and therefore the contractors supply details of the reasons for any cost increases as part of the pricing process. Our assessment of these prices is completed in three phases, 1) examining their arithmetic correctness of the prices, 2) checking the prices submitted against the specification, and 3) considering the wider Value For Money implications of the prices submitted.
- 3.3 Our arithmetic checks have identified no errors or omissions, and our assessment of the detailed prices submitted against properties has also identified no significant errors to date. In the event that any issues are identified after the Task Price has been agreed, these will be rectified on an ongoing basis throughout the year by adjusting prices accordingly.
- 3.4 The Value For Money assessment of the prices submitted will be conducted by comparing the projected costs against benchmarking data provided by the Homes and Communities Agency. The Homes and Communities Agency have advised that this analysis will not be available until 7 March 2014 as it is still being analysed by them. As soon as it is available a comparison will be completed and any necessary action with respect to issue identified will be taken.
- 3.5 The reasons that the costs have exceeded the draft budget are mainly -
- Roofing – An increase in the number of properties requiring roof replacement over previous years programmes, from 224 in the 2013/14 to 305 in the 2014/15, and an increase in the average cost of completing roofing works. .

- Asbestos removal –increase in the projected amount of asbestos treatment and removal as a result of age and type of properties in the programme meaning there is more asbestos to be removed.
- Level access showers – An increase in the number of properties eligible for a Level Access Shower in lieu of a bathroom replacement which we offer in bungalows and elderly/disabled designated flats. This is mainly as a result of our sheltered housing schemes all being within the 2014/15 programme. There were 130 eligible properties in the 2013/14 programme and 295 in the 2014/15 programme. Each Level Access Showers each cost an average of an additional £2500 over the cost of a standard bathroom, but this saves money in the longer term by removing the need to replace the bathroom with a Level Access Shower at some point in the future if the tenant requests it through an adaptation, and also makes our older persons housing stock more attractive to potential tenants. Although this is optional work, we have seen 90% of tenants in previous years accepting this offer, and we are therefore budgeting on an assumed 100% take up rate.
- Inflationary increases for materials and labour – with increased activity in the housing market generally, prices that have been held in previous years by suppliers are being increased. Examples include projected 5% increase in the cost of kitchens from our specified suppliers Rixonway; increases of between 5% and 10% in the cost of roofing materials by our specified suppliers Redland and Forticrete; and a 4% increase by our nominated Level Access Shower equipment supplier AKW.

3.6 In response to this situation we have three options -

Option A – reduce the costs by reducing the amount of work to be completed

Option B – reduce the specification of components to reduce costs

Option C – identify alternative funding sources for the required budget to complete the works.

4.0 OPTIONS

4.1 Examining the three options identified in more detail -

4.2 ***Option A – Reducing the amount of work to be completed.***

By removing 207 properties from the 1561 in the current 2014/15 programme, we could still complete the amount of improvement work required by the Homes and Communities Agency Backlog funding agreement from within the existing draft budget provision. This would mean that improvements to 207 tenants homes would need to be deferred until 2015/16 when a revised budget provision could be made. We could also consider removing the option for tenants in appropriately designated properties to have a Level Access Shower replacement instead of a standard bathroom.

4.3 ***Option B – reducing the specification or materials and components***

By removing our specified supplier requirements we could allow the service providers to source materials at the cheapest prices they could obtain from the market. This

introduces risks of premature component failures due to a lower specification, which will increase subsequent maintenance costs and introduces non standard components into our repairs supply chain when we have been working to standardize the specification for the last 6 years.

4.4 Option C – identify alternative sources of funding for the required budget to complete all the required work

There are a number of options available to secure the additional funds required to fully fund the 2014/15 programme of works. These include -

4.4.1 Additional borrowing – following the implementation of Housing Revenue Account reform, we currently have “headroom” within our HRA Business Plan of circa £11m. This represents an increase from the £10m original headroom level mentioned in 1.5, as a result of repayments already made on annuity loans. This is funding which we could access at any time subject to the Business Plan being able to sustain the repayment of any loans incurred over their full life and us having a business need which required the funding.

4.4.2 Use of HRA reserves – the portfolio of loans established when implementing HRA reform included both maturity and annuity borrowing. In order to create the budget capacity required to repay our first two loans with a combined value of £13 million which are both due in 2021/22, we have been building a surplus on the Housing Revenue Account, which is estimated to be £6.7 million at the end of 2014/15.

There is an option to use some of this surplus to provide the funding to support the additional costs identified. The mechanism to achieve this would be through an increase in the Revenue Contribution to Capital Outlay, or RCCO through which funding is transferred from the HRA to the Housing Capital Programme.

If some of the surplus were to be used, in order to rebalance the HRA Business Plan, revisions to our assumptions would need to be made in terms of our strategy to repay the loans, or our forecast expenditure levels in future years to increase our balances again back to the levels required for loan repayment on 28 March 2022. Alternatively the Council could agree to a revised borrowing strategy which re-borrowed any required funding on 28 March 2022 to refinance any outstanding balances. There is also an option to part repay and part re-borrow. Any strategy to re-borrow introduces the risk that interest rates could increase making the borrowing more expensive than currently being projected. Longer term interest rate projections will need to be obtained from our treasury advisors, Arlingclose, as part of a detailed evaluation of the options for rebalancing the HRA Business Plan.

4.4.3 Use of additional windfall capital income – 2014/15 has seen a significant increase in Right To Buy levels following the Governments “reinvigorating the Right To Buy” initiative. As a result of the increase in discounts the resultant lower average sale prices have meant that despite selling more properties than we had projected, we have not yet reached the income levels that trigger the Governments “One for One” replacement policy, which we have subscribed to. However the increase in activity has produced some additional capital receipts which are not currently part of our projected sources of funding within the capital programme. These additional receipts total £461k for the first three Quarters of 2014/15. The amount for the final quarter of the year (Q4) will not be known until April 2014.

As these additional receipts are a windfall gain to the Housing Capital Programme, they can be used to offset part of the increase in costs with no consequential implications. This approach is therefore recommended.

4.4.4 Reprioritising schemes within the 2014/15 programme – by deferring other improvement work proposed within the current draft Housing Capital Programme, it is estimated that we could release up to £980k as detailed below –

£660,000	Deferral of insulation programme (this is a two year provision as 2013/14 allocation is being deferred to 2014/15). Budget provision to supplement our ECO programme, although detailed analysis of requirement not yet concluded as works not yet priced.
£100,000	Garage site improvements. New funding to commence the implementation of our garage site survey's outcomes.
£50,000	Reduction in void and major works provision (£850k budget).
£40,000	Development site preparations (provision for demolition of decommissioned sheltered scheme buildings).
£80,000	Removal of contingency within capitalised salaries provision
£50,000	Defer speech module upgrade in some Older Persons alarm system properties pending the outcome of the Older Persons Support re-tender process

All of these options simply delay expenditure requirements to a subsequent financial year. They all form part of the draft Housing Capital budget so the funds are available, but their use is not recommended as it will simply defer the need to commit expenditure on these items to a subsequent year.

- 4.5 Having evaluated the available options as described in 3.6, it is recommended that Option C represents the most effective response to the increase in costs.
- 4.6 Following evaluation of the funding options in section 4.4 of the report, the combination of using an increase in the Revenue Contribution to Capital Outlay (4.4.2) and the windfall increase in Right To Buy income (4.4.3) is considered to be the most cost effective option to secure the required funds. This would result in the required funding being obtained from the sources identified in Table 2 below.

Table 2 – Proposed sources of additional funding for 2014/15 Decent Homes Improvement Programme

Required funding	£1,650,058
Windfall additional Right to Buy income (4.4.3)	£461,000
Additional Revenue Contribution to Capital Outlay (RCCO) (4.4.2)	£1,189,058
Net balance	£0

- 4.7 The Amended Housing Revenue Account Summary attached as Appendix 2, and the Amended HRA Capital Programme 2014/15 to 2017/18 attached as Appendix 3 reflect these recommended changes, and it is proposed that these amended budgets be recommended to the next meeting of Full Council on 25 March 2014.
- 4.8 The Local Government Act 2003 requires the Authority to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code") when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Authority has fulfilled these objectives, the Prudential Code sets out a number indicators that must be set and monitored each year.
- 4.9 The Council was asked to approve the Prudential Indicators for 2014/15 to 2016/17 at its meeting on 25 February 2014. As a result of the proposed changes to the HRA Capital Programme detailed in this report it is necessary for the Cabinet to recommend revised Prudential Indicators to Council for approval. The revised Prudential Indicators are set out in Appendix 4.
- 4.10 Members will be aware that external advisors were instructed to give advice on the initial procurement process for the Decent Homes Improvement Programme and in the interests of consistency the legal advisors they employed have been asked to advise on this report. The additional budgetary requirements contained in this report were previously brought to the attention of both Cabinet (when making its recommendations) and Council (when approving the initial budget on 25 February). This report provides Cabinet (and Council on 25 March 2014) with the detail of the additional expenditure that had previously been brought to their attention.
- 5.0 ADDITIONAL NON DECENT PROPERTIES**
- 5.1 As mentioned in section 2.7 of this report, the completion of the scoping surveys of the 2014/15 programme was supplemented by surveys of the properties projected to already meet the Decent Homes standard. This has identified an additional 296 Non

Decent homes, with two principal options regarding completing works to these properties.

5.2 ***Option 1 – Complete the properties in 2015/16.***

There are no contractual commitments relating to the Decent Homes Backlog Funding that require the works to be completed before March 2015. Completing the works in 2015/16 will allow a longer lead in time to manage their addition to the improvement programme.

5.3 ***Option 2 - Complete the properties in 2014/15 and amend the capital programme to provide the required additional funds.***

Completing the required works has been estimated to require funding of £2.37 million, based on the use of the 2014/15 revised average cost per property. The final cost for the works will only be known once the Term Brief to Task Price process has been completed for an additional order to the service providers. There will also be risks that commissioning the additional works part way through the year, would introduce delivery challenges to the service providers which could negatively impact on the delivery of the core 2014/15 programme by the March 2015 deadline.

5.4 It is proposed that a further report examining the options to complete works to these properties will be presented to Cabinet in June 2014, and Cabinet is invited to offer any initial views regarding its preference between Options 1 and 2 as described in sections 5.2 and 5.3.

Appendix 1

CABINET

11 FEBRUARY 2014

ITEM 7 – CAPITAL PROGRAMME GENERAL FUND – COALVILLE SPECIAL EXPENSES AND HOUSING REVENUE ACCOUNT (H.R.A.) PROJECTED OUTTURN 2013/14 AND PROPOSED PROGRAMME 2014/15 TO 2017/18

UPDATE TO SECTION 5 – H.R.A. CAPITAL PROGRAMME 2014/15 – 2017/18 – INDIVIDUAL SCHEMES

Preparations for the delivery of the 2014/15 Decent Homes Improvement Programme have identified two issues which could have an impact on the 2014/15 Capital budget and related reports on this agenda.

1. Cost of Completing 2014/15 Decent Homes Improvement Programme

The Decent Homes Improvement Programme delivery contractors (Kier and Lovell) have produced a price for the completion of the improvements we have specified to the 1561 tenants homes currently contained within the 2014/15 programme. Due to a number of factors, this price exceeds the draft 2014/15 Capital budget allocation by £1.874 million.

The principal reasons for this are -

- Asbestos removal costs are higher than projected due to a higher volume of properties with asbestos that requires treating.
- Inflationary increases have been applied by the contractors in some areas and provisions in specific commodities and trades price increases have been factored in (these prices were fixed for 2012/13 and 2013/14).
- Higher roofing costs due to an increase in the volume of roof replacements and the types of roof requiring work being of a more complex nature.
- A significant increase in the proportion of properties potentially requiring a Flat Floor Showers, which are offered to all Older Persons' designated properties in lieu of a bathroom replacement.

We are currently conducting a Value For Money assessment of the prices received to ensure they reflect current market rates. This will be completed through use of the Homes and Communities Agency benchmarking data for the works costs of all Councils delivering Decent Homes Backlog Funding works.

There are a range of options available to secure the funding required to complete this work, and these need to be evaluated in a considered way before a recommended way forward can be proposed to Members. It is intended that this will be completed and a report addressing the financial and budget implications will be submitted to the next meeting of Cabinet, in March 2014, for consideration and referral on to Council if appropriate.

External advice is currently being sought on the most appropriate way to maintain continuity of workload for the contractors and avoid any potentially unnecessary costs being incurred.

Subject to that advice, it is intended to issue an order to the contractors to complete the first 800 properties in the 2014/15 programme (400 to Kier and 400 to Lovell), with the remainder to be confirmed once the funding sources have been determined. This approach would commit £6.48 million of the draft budget (£10.85 million). The remaining budget would not be committed until the further report had been considered by Members in March.

2. Number of Non Decent Properties

Following Cabinets approval to appoint Savills as our stock condition survey consultants in September 2013, an assessment of the required works to the properties in the 2014/15 programme has been completed. In addition the properties we believed from historic data were already at the Decent Homes standard have also been surveyed making a total of 2100 surveys.

Analysis of the outputs from these surveys has identified that 296 properties from the 800 surveyed do not meet the Decent Homes standard. This was a known risk, as a proportion of the properties considered to be Decent were assessed on the basis of data from surveys of other neighbouring/similar properties. There is no contractual obligation to the Homes and Communities Agency as part of their grant funding agreement for the Council to complete these additional properties next year, and the additional cost of completing the work in 2014/15 has been estimated to be £2.4 million based on the average unit costs submitted by the contractors for the 2014/15 programme.

Cabinet will recall that the decision to commission a survey of these homes was taken to verify that our historic data was accurate, and it was anticipated that additional Non Decent homes may be identified as part of this process. Cabinet will consider the financial implications of these properties being brought up to the Decent Homes Standard at a future meeting.

3. Way Forward

Officers are currently evaluating the various options available regarding the timing and funding for completing improvement work to these tenants homes, and will report back in detail on these matters to the next meeting of Cabinet on 4 March 2014.

If significant changes are required to the Capital Programme approval would be also required from Council on 25 March 2014. It is also possible that Cabinet and Council would need to make amendments to the Treasury Management Strategy Statement 2014/15 and potentially the Housing Revenue Account budget if additional funding is provided from revenue resources.

SUPPLEMENTARY RECOMMENDATION

That Cabinet notes the two issues relating to the available budget for the 2014/15 Decent Homes Improvement Programme, and the recently identified additional number of non decent homes, and agrees to receive a further report detailing the implications for the 2014/15 Capital Programme at the Cabinet meeting on 4 March 2014.

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HOUSING REVENUE ACCOUNT SUMMARY

LINE NO.	DETAIL	2013/2014		2014/2015
		Budget £	Forecast (p9) £	Estimate £
HOUSING REVENUE ACCOUNT				
1.	TOTAL REPAIRS & MAINTENANCE	4,849,230	4,879,170	4,933,190
SUPERVISION & MANAGEMENT				
2.	General	2,114,740	2,041,070	2,117,130
3.	Special / Supporting People	229,830	168,600	387,720
4.		2,344,570	2,209,670	2,504,850
5.	PROVISION -DOUBTFUL DEBTS	96,760	96,760	170,790
6. CAPITAL FINANCING:-				
7.	Depreciation - MRA & other	4,008,170	4,008,170	4,008,170
8.	Debt Management Expenses	1,380	1,380	1,390
9.		4,009,550	4,009,550	4,009,560
10.	HOUSING SUBSIDY PAYMENT TO NATIONAL POOL	0	0	0
11.	TOTAL EXPENDITURE	11,300,110	11,195,150	11,618,390
12. RENT INCOME				
13.	Dwellings	16,051,250	15,800,430	16,741,400
14.	Service Charges	316,550	303,680	304,550
15.	Garages & Sites	89,020	83,340	80,920
16.	Other	26,100	26,100	26,100
17.		16,482,920	16,213,550	17,152,970
18. GOVERNMENT GRANTS				
19.	Decent Homes Backlog Grant	0	8,500,000	8,560,000
		0	8,500,000	8,560,000
20.	TOTAL INCOME	16,482,920	24,713,550	25,712,970
21.	NET COST OF SERVICES	-5,182,810	-13,518,400	-14,094,580
22.	CAPITAL FINANCING - HISTORICAL DEBT	175,000	175,000	175,000
23.	CAPITAL FINANCING - SELF FINANCING DEBT	3,257,170	3,257,170	3,257,170
24.	INVESTMENT INCOME	-25,200	-25,200	-25,200
25.	PREMATURE LOAN REDEMPTION PREMIUMS	19,270	19,270	14,470
26.		3,426,240	3,426,240	3,421,440
27.	NET OPERATING EXPENDITURE	-1,756,570	-10,092,160	-10,673,140
28.	REVENUE CONTRIBUTION TO CAPITAL	250,000	250,000	1,679,058
29.	DEPRECIATION CREDIT - VEHICLES	0	0	-50,730
30.	DECENT HOMES BACKLOG GRANT FINANCING	0	8,500,000	8,560,000
31.	CONTINGENCY	33,000	0	0
32.		283,000	8,750,000	10,188,328
33.	NET (SURPLUS) / DEFICIT	-1,473,570	-1,342,160	-484,812
<u>HRA BALANCES</u>				
34.	Balance Brought Forward	-3,759,156	-3,759,156	-5,101,316
35.	(Surplus)/Deficit for Year	-1,473,570	-1,342,160	-484,812
36.	Balance as at year end	-5,232,726	-5,101,316	-5,586,128

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2014/15 TO 2017/18 HRA CAPITAL PROGRAMME								APPENDIX 3
	Notes	2013/14 Approved Programme	2013/14 Revised Programme Jan 2014	2014/15	2015/16	2016/17	2017/18	
2012-17 DHIP Programme								
Year 1 programme slippage (including Major Aids & Adaptations completed under DHIP)			1,192,450					
Year 1 Programme Additional costs			-					
HCA Funded Properties (90% of pre 2012 failures)		8,500,000	9,026,000	8,560,000	-	-	-	
NWLDC Funded Properties (10% + post 2012 failures)	Post 2015/16 as per PIMSS	1,417,000	1,376,000	3,076,725	4,500,000	4,500,000	4,500,000	2014/15 amended to reflect additional spend
Major Aids & Adaptations completed under DHIP			453,000					
Enabling Works Provision	Works in addition to core DHIP spec which are essential to complete jobs.	415,000	415,000	415,000	132,000	132,000	132,000	
Enabling Works for Decants	Including decs/soft furnishing and decant allowance	30,000	30,000		-	-	-	
Asbestos Handling	Disposal of asbestos, following R&D asbestos surveys	450,000	450,000	450,000	50,000	50,000	50,000	
Year 3 Scoping Surveys	Assumed cost £164 per survey	225,000	267,000					
Year 4 Scoping Surveys	Assumed cost £164 per survey. Year 1-4 scoping surveys = 4,475 = total stock.							
2012-17 HPIP Programme								
Fire Risk Assessment Remedial Works	Includes provision for fire risk assessment work, including doors, signage, external openings.	80,000	35,500	40,000	40,000	40,000	40,000	
Lift Replacement	6 lift replacements at Sheltered Schemes	300,000	-	300,000				
Fire Alarm / Emergency Lighting	Sheltered scheme & communal flats emergency lighting and fire alarm upgrades	340,000	146,000	194,000				
Communal Boilers	4 schemes + Woulds/Cherry Tree	146,000	80,000					
Measham (Riverway) Staircases	Reinforced concrete communal staircase remedial works	60,000	32,000					
Defective floor slabs (red ash floors)/Damp proofing (loughborough rd and other identified in year)	Assumption of average of 25 properties p.a. @ £6k each. Loughborough rd - 17 properties, other - 15 properties pa £2.5k each. Budget originally intended for chemical injection, likely that other remedial works will be completed instead within same budget provision	422,500	300,000	310,000	187,500	187,500	187,500	
Fuel swaps (solid fuel to gas supply)	Energy company rebate on fuel swaps income = £12k estimate	67,000	67,000	78,000	25,000	25,000	25,000	
In Year Priorities	No current provision held			-	-	-	-	
Garage Modernisation	One off £100k provision for demolitions, resurfacing & lighting works	50,000		100,000	-	-	-	
Carbon Monoxide Detectors	Potential delivery through solid fuel servicing contractor as will not exceed CV by more than 50%	15,000	15,000	-	-	-	-	
DH Works in Voids and Tenanted Properties	Additional provision added 13/14 to reflect historic expenditure trends	1,455,000	850,000	850,000	850,000	850,000	850,000	
Major Aids & Adaptations	Expenditure on flat floor shower on DHIP needs a virement of additional costs over standard bathroom to be transferred out of this budget where there is not an active A&A referral @ an approx cost of £1200 pp	380,000	140,000	380,000	350,000	350,000	350,000	

	Notes	2013/14 Approved Programme	2013/14 Revised Programme Jan 2014	2014/15	2015/16	2016/17	2017/18	
Development Site Preparations	Related to decommissioned sheltered schemes. £20k, provision left in for 12/13 for rebuilding wall at Heather House	40,000	40,000	40,000	-	-	-	
Insulation Works	Principally external wall works. External grant income anticipated.	525,000	-	660,000	-	-	-	
Green & Decent Installations	Pilot costs for 2013/14, recurring budget requirement from 2015/16 for ongoing programme. External grant income anticipated.	125,000	-	125,000	250,000	250,000	250,000	
IBS Upgrade (Contract Module)	Provision for repairs data requirements required to support implementation of repairs diagnostics and mobile working. Moved from 2012/13 to 2013/14.	25,000	25,000					
Dynamic Scheduling	Required for Mobile Working (Dynamic Scheduling) project.	34,550	34,550					
Speech Module	Replacement of speech module equipment in hard wired older persons accommodation.			50,000	50,000	50,000	50,000	
Capital Programme Delivery Costs	Includes Decent Homes Improvement Programme contingency	763,000	763,000	698,000	623,000	623,000	623,000	
Unallocated/Contingency	Contingency prior to 2015/16 incorporated into individual budget lines. For 2015/16 onwards separate provision held to ensure adequate capacity available to meet in years needs as and when identified.			-	500,000	500,000	500,000	
Capital Allowances								
Programme to be defined	Review of income from asset disposals will determine capacity within this budget. Potential option of funding works within Other Investment category from this source							
Total Programme Costs		15,865,050	15,737,500	16,326,725	7,557,500	7,557,500	7,557,500	
Funding								
A&A Grant								
Usable balances held @ 31/03/12		2,913,000	4,008,000	1,720,500	613,451	625,295	608,795	
Retained Right to Buy Receipts (RTB)	Based on projections from Spreadsheet agreed on 01/11/2012. Target/estimate to be used one year in arrears.	174,000	143,000	203,618	228,344	200,000	200,000	
RCCO	Balancing transfer from HRA to be verified through HRA Business Plan Model.	250,000	250,000	1,679,058	3,250,000	3,250,000	3,250,000	
Decent Homes Backlog Funding		8,500,000	9,026,000	8,560,000	-	-	-	
Major Repairs Allowance	More detailed work to be undertaken as part of HRA Business Planning and in reference to HRA component depreciation.	3,991,000	3,991,000	3,991,000	3,991,000	3,991,000	3,991,000	
Asset Disposals (Capital Allowance)	Income from sale of HRA (non RTB) assets. Target/estimate to be used one year in arrears. (Includes Broughton Street District Heating building).	65,000	40,000	325,000	100,000	100,000	100,000	
Windfall RTB receipts				461,000				
Total Funding		15,893,000	17,458,000	16,940,176	8,182,795	8,166,295	8,149,795	
Cumulative Over / (Under Resource)		27,950	1,720,500	613,451	625,295	608,795	592,295	

PRUDENTIAL INDICATORS

1 Background

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

2. Gross Debt and the Capital Financing Requirement

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

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

3. Estimates of Capital Expenditure

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

Capital Expenditure	2013/14 Approved £m	2013/14 Revised £m	2014/15 Estimate £m	2015/16 Estimate £m	2016/17 Estimate £m
Non-HRA	1.779	2.031	2.496	1.122	1.281
HRA	15.865	15.738	16.327	7.558	7.558
Total	17.644	17.769	18.823	8.680	8.839

Capital expenditure will be financed or funded as follows:

Capital Financing	2013/14 Approved £m	2013/14 Revised £m	2014/15 Estimate £m	2015/16 Estimate £m	2016/17 Estimate £m
Capital receipts	0.239	0.183	0.990	0.328	0.300
Government Grants	8.873	9.255	8.784	0.224	0.224
Major Repairs Allowance	0.000	3.991	3.991	3.991	3.991
Reserves	3.048	2.635	1.852	0.000	0.017
Other Contribution-s106	0.000	0.055	0.115	0.000	0.000
Grants - Other	0.000	0.000	0.013	0.000	0.000
Revenue contributions	4.213	0.448	1.838	3.388	3.399
Total Financing	16.373	16.567	17.583	7.931	7.931
Supported borrowing	0.000	0.000	0.000	0.000	0.000
Unsupported borrowing	1.271	1.202	1.240	0.749	0.908
Total Funding	1.271	1.202	1.240	0.749	0.908
Total Financing and Funding	17.644	17.769	18.823	8.680	8.839

4. Ratio of Financing Costs to Net Revenue Stream

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

The ratio is based on costs net of investment income.

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

5. Capital Financing Requirement

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

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

6. Actual External Debt

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

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

7. Incremental Impact of Capital Investment Decisions

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

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

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

8. Authorised Limit and Operational Boundary for External Debt

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

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

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

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

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

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

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

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

9. Adoption of the CIPFA Treasury Management Code

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

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

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

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

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

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

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

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

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

11. Maturity Structure of Fixed Rate borrowing

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

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

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

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

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

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

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 4 MARCH 2014

Title of report	MINUTES OF THE GRANTS REVIEW WORKING PARTY
Key Decision	a) Financial No b) Community No
Contacts	Councillor Alison Smith MBE 01530 835668 alison.smith@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk Head of Community Services 01530 454832 john.richardson@nwleicestershire.gov.uk
Purpose of report	To consider the recommendations made by the Grants Review Working Party.
Reason for Decision	To enable community and voluntary organisations in the District to receive financial assistance for projects that meet the Council's priorities.
Council Priorities	Homes and Communities
Implications:	
Financial/Staff	As set out within the budget.
Link to relevant CAT	Stronger CAT
Risk Management	N/A
Equalities Impact Assessment	Equalities Impact Assessment undertaken in 2008/09
Human Rights	None.
Transformational Government	None.
Comments of Head of Paid Service	Report is satisfactory
Comments of Section 151 Officer	Report is satisfactory
Comments of Deputy Monitoring Officer	Report is satisfactory

Consultees	Members of the Grants Review Working Party
Background papers	Agenda and associated documents of the meeting held on 28 October 2013
Recommendations	TO APPROVE THE RECOMMENDATIONS MADE BY THE GRANTS REVIEW WORKING PARTY AS DETAILED WITHIN THE MINUTES ATTACHED AT APPENDIX 1.

1.0 INTRODUCTION

1.1 The Grants Review Working Party meets each quarter to consider small grant applications and other items as detailed within the terms of reference in paragraph 2. As the group reports directly to Cabinet, all recommendations made will be sent to the first available Cabinet meeting after the group have met for final approval.

2.0 GRANTS REVIEW WORKING PARTY – TERMS OF REFERENCE

2.1 To make recommendations to Cabinet in respect of the following:-

- The undertaking of an annual programme of partnership grant reviews to ensure value for money and delivery against the Service Level Agreement;
- The allocation of partnership grants during the budget cycle;
- The assessment of small grant applications on a quarterly basis and determination of awards;
- The review and establishment of the criteria for the small grants programme;
- The continuing monitoring of grants upon completion of the review to ensure compliance.

MINUTES of a meeting of the GRANTS REVIEW WORKING PARTY held in the Board Room, Council Offices, Coalville on MONDAY, 20 JANUARY 2014

Present: Councillor D J Stevenson (Chairman)

Councillors P Clayfield, J Cotterill, J Legrys, J Ruff and N Smith

Officers: Mr L Brewster, Mr J Richardson and Mrs J Summerton

19 APOLOGIES FOR ABSENCE

There were no apologies for absence.

20 DECLARATION OF INTERESTS

Councillor J Legrys declared a disclosable non pecuniary interest in the grant application made by the Music Foundry under item 4 – One-Off Grant Application 2013/14 due to the fact that he knew the individuals behind the application.

21 MINUTES

Consideration was given to the minutes of the meeting on 28 October 2013.

RESOLVED THAT:

The minutes of the meeting held on 28 October 2013 were approved and signed as a true record.

22 ONE-OFF GRANT APPLICATIONS 2013/14 - DEADLINE 31 DECEMBER 2013

Councillor J Ruff enquired if there had been any progress with the application by East Midlands Housing Durban House that had been deferred for further discussions with the applicant following the last meeting. The Grants and Community Development Officer confirmed that she had contacted the applicant and had asked them to consider moving the event to a location within the District. It was confirmed that the applicant had rejected this suggestion.

RECOMMENDED THAT:

The application be rejected on the basis that the applicant would not consider utilising suitable facilities within the District.

The one off grant applications were considered.

It was noted by Members that there were insufficient funds in the budget to fully support all of the one off grant applications. Consequently, Members unanimously agreed to reduce the funding provided to all applications. Applications for £450 were to be reduced by £50 and those for £250 and £225 by £25.

Measham Museum Society - Towards the cost of production of a publication commemorating the men from the District who died serving their country during WW1. Publication costs will be approximately £3500. The District will be divided up into 5 areas and Measham Museum are applying for funding for the Ashby area.

Sum requested: £450

Sum recommended: £450

RECOMMENDED THAT:

The nominated officer's recommendation be approved at the amended rate of £400.

Ibstock Historical Society - Towards the cost of production of a publication commemorating the men from the District who died serving their country during WW1. Publication costs will be approximately £3000 plus a 2 day history event on 23/24 May. The District will be divided up into 5 areas and Ibstock Historical Society are applying for funding for the Ibstock area (Ibstock, Heather and Ellistown)

Sum requested: £450

Sum recommended:£450

RECOMMENDED THAT:

The nominated officer's recommendation be approved at the amended rate of £400.

Diseworth Heritage Trust - Towards the cost of production of a publication commemorating the men from the District who died serving their country during WW1. Publication costs will be approximately £3000. The District will be divided up into 5 areas and Diseworth Historical Society are applying for the Northern Parishes.

Sum requested: £450

Sum recommended:£450

RECOMMENDED THAT:

The nominated officer's recommendation be approved at the amended rate of £400.

Ravenstone Local History Group - Towards the cost of production of a publication commemorating the men from the District who died serving their country during WW1. Printing costs will be approximately £3000. The District will be divided up into 5 areas and Ravenstone Local History Group are applying for the Coalville area.

Sum requested: £450

Sum recommended:£450

RECOMMENDED THAT:

The nominated officer's recommendation be approved at the amended rate of £400.

Hugglescote Talk & Tour Club - Funding towards the salary of a development worker who was made redundant last year. The worker has agreed a reduced rate to fulfil the duties for this amount.

Sum requested: £250

Sum recommended:£250

RECOMMENDED THAT:

The nominated officer's recommendation be approved at the amended rate of £225.

Gatling Gun Productions Group - Funding to purchase additional filming equipment and software to further provide filming opportunities within the community offering all aspects of film creation and increasing the development of members in arts and cultural development.

Sum requested: £450

Sum recommended:£450

RECOMMENDED THAT:

The nominated officer's recommendation be approved at the amended rate of £400.

Performing Arts Coalville - To deliver a number of cultural activities (poetry, arts, crafts, music) for young people and adults to experience 1914-1918 arts.

Sum requested: £225

Sum recommended:£225

RECOMMENDED THAT:

The nominated officer's recommendation be approved at the amended rate of £200.

Worthington Community Group - Towards the production of a local newsletter "The Worthington Worthy" advertising local events. Costs to include printing costs, printer cartridge, large stapler, room hire.

Councillor J Ruff queried whether the production of a newsletter met the criteria for one off grants. The Grants and Community Development Officer confirmed that the application had been made to fund the startup costs of the newsletter so that future issues can be self-sustained.

Sum requested: £450

Sum recommended:£450

RECOMMENDED THAT:

The nominated officer's recommendation be approved at the amended rate of £400.

St Edward's Parochial Church Council Castle Donington - Contribution towards re- felting of St Edward's community hall roof. Total estimated cost is £15,000.

Sum requested: £450

Sum recommended:£450

RECOMMENDED THAT:

The nominated officer's recommendation be approved at the amended rate of £400.

Chilcote Village Hall Management Committee - Towards the creation of a Diamond Jubilee commemorative garden and orchard within the grounds of Chilcote Village Hall. Quote received is for labour to clear site, repointing of stonework, paving work, supply of trees and plants, engraved memorial plaque amounting to £4,500.

Sum requested: £450

Sum recommended:£450

RECOMMENDED THAT:

The nominated officer's recommendation be approved at the amended rate of £400.

Grace Dieu Priory Trust - Contributions towards repair of paths around the access to the Grace Dieu Priory visitor attraction. Total costs will be £4,500 and other funds are being approached.

Councillor J Legrys asked for confirmation that the grant would benefit the Trust and not the landowner. The Grants and Community Development Officer confirmed that this was the case.

Sum requested: £450

Sum recommended:£450

RECOMMENDED THAT:

The nominated officer's recommendation be approved at the amended rate of £400.

Whitwick Community Enterprises - Funding towards the hire of a public address system for the annual party in the park on 6 September 2014. It is a one day annual event. Some costs are raised from own catering on the day.

Members raised concerns that the application did not meet the criteria as this was the second application that Whitwick Community Enterprises had made within this financial year.

Sum requested: £450

Sum recommended:£450

RECOMMENDED THAT:

The nominated officer's recommendation be rejected as the application had not met the criteria.

Vitalise - Applying for funding for ongoing costs of provision of respite care breaks of £340 per person per week.

Sum requested: £450

Sum recommended:£0

RECOMMENDED THAT:

The nominated officer's recommendation be approved.

Music Foundry - Funding towards research, consulting with groups and conducting market research and redesign of the online "Folk Diary" which is a lifeline for groups publicising events in NWL.

Sum requested: £450

Sum recommended:£0

RECOMMENDED THAT:

The nominated officer's recommendation be approved.

23 OTHER EXTERNAL FUNDING COMING INTO NORTH WEST LEICESTERSHIRE (OCTOBER TO DECEMBER 2013 - QTR 3)

Consideration was given to the report of the Grants and Community Development Officer.

It was noted that the following external funding had been received:

Coalville Wheelers New Clubhouse Project - £50,000

Mantle Arts – Dolly Shepherd Project - £8,200

Charley Heritage Group - £6,300

Ravenstone Village Institute - £6,000

Total fund received for quarter 3 - £70,500

RESOLVED THAT:

The report be received and approved.

24 BUDGET PROPOSAL 2014/15 - PROPOSED CESSATION OF ONE OFF GRANTS AND GRANTS REVIEW WORKING PARTY

Councillor D Stevenson confirmed that he would continue to fight the proposed cessation of off one grants. Nonetheless, he thanked both the Cultural Services Team Manager and the Grants and Community Development Officer for all of their hard work.

Councillor N Smith relayed the thanks of all Members to Councillor D Stevenson for having chaired the Working Party.

RESOLVED THAT:

The update be noted.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 6.42 pm

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