

Meeting	CABINET
Time/Day/Date	5.00 pm on Tuesday, 9 October 2018
Location	Board Room, Council Offices, Coalville
Officer to contact	Democratic Services (01530 454512)

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

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

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
Under the Code of Conduct members are reminded that in declaring disclosable interests you should make clear the nature of that interest and whether it is pecuniary or non-pecuniary.	
3. PUBLIC QUESTION AND ANSWER SESSION	
4. MINUTES	
Minutes of the meeting held on 18 September 2018	3 - 6
5. LEICESTER AND LEICESTERSHIRE AUTHORITIES' JOINT STRATEGIC GROWTH PLAN	
Report of the Strategic Director of Place Presented by the Regeneration and Planning Portfolio Holder	7 - 52
6. COMMERCIAL STRATEGY	
Report of the Chief Executive Presented by the Corporate Portfolio Holder	53 - 70

7. 2018/19 QUARTER 1 PERFORMANCE MANAGEMENT REPORT

Report of the Chief Executive
Presented by the Leader

71 - 118

8. EXCLUSION OF PRESS AND PUBLIC

The officers consider that the press and public should be excluded during consideration of the following items in accordance with Section 100(a) of the Local Government Act 1972 as publicity would be likely to result in disclosure of exempt or confidential information.

9. AN UPDATE ON THE PROCUREMENT PROCESS FOR THE SPORT AND LEISURE PROJECT

Report of the Strategic Director of Place
Presented by the Community Services Portfolio Holder

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Circulation:

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

MINUTES of a meeting of the CABINET held in the Board Room, Council Offices, Coalville on TUESDAY, 18 SEPTEMBER 2018

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 J Clarke and M Specht

Officers: Mr J Arnold, Mrs T Bingham, Mrs C Hammond, Mr G Jones, Mrs B Smith and Miss E Warhurst

28. APOLOGIES FOR ABSENCE

There were no apologies received.

29. DECLARATION OF INTERESTS

There were no interests declared.

30. PUBLIC QUESTION AND ANSWER SESSION

There were no questions received.

31. MINUTES

Consideration was given to the minutes of the meeting held on 24 July 2018.

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

RESOLVED THAT:

The minutes of the meeting held on 24 July 2018 be approved and signed by the Chairman as a correct record.

Reason for decision: To comply with the Constitution.

32. BUSINESS RATES RETENTION PILOT BID

The Corporate Portfolio Holder presented the report to Members.

He highlighted that the report sought Cabinet's support to submit an application to become a one year pilot for 75% business rates retention in 2019/20 as part of a Leicestershire-wide bid and that the system would be implemented from April 2020 if successful. He advised Members that the deadline for the submission of the bid was 25 September and for that reason the approval of the Deputy Chairman of the Council had been given for exemption to the Council's Scrutiny Procedure Rules in relation to Call-In, since any call-in would prevent submission by the required date.

He informed Members that Financial modelling undertaken by the Leicestershire Treasurer's Association indicated that around £13.8m could be retained and shared across Leicestershire & Leicester Authorities along with the Fire and Police Authorities and that authority to delegate to the Head of Finance in consultation with himself to agree and submit the bid was sought.

Councillor T J Pendleton stated that he was delighted to second the recommendations so the authority could reap the benefits from growth that it was bringing to the area.

In response to a question from Councillor R Blunt, Councillor N J Rushton advised that the potential additional amount from the pilot had been reduced by the Government to encourage more areas to take part and that it would possibly bring an extra £0.5m income for the authority.

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

RESOLVED THAT:

1. Subject to agreement with partner authorities, the authority will apply to become a business rates pilot for 2019/20 as part of a Leicestershire-wide Business Rates Pilot Bid;
2. Authority be delegated to the Head of Finance in consultation with the Portfolio Holder (Corporate) to agree the detail of the Business Rates Pilot Bid (in conjunction with other Leicestershire local authorities) with respect to the financial aspects and overall governance of the pilot bid;
3. Authority be delegated to the Head of Finance in consultation with the Portfolio Holder (Corporate) to submit a joint bid (in conjunction with other Leicestershire local authorities) and enter into a pilot agreement with MHCLG if that bid outcome is successful.

Reason for decision: Requirement of Financial Procedure Rules

33. DISPOSAL OF PROPERTY - CONFIRMATION OF URGENT ACTION

The Housing Portfolio Holder presented the report to Members.

He advised that due to historic structural movement the Council had been unable to re-let the property following the passing of the longstanding tenant and that following an evaluation it was agreed that the property should be disposed of. He stated that following a closed-bid process an offer of £73,900 was received and accepted.

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

RESOLVED THAT:

The decision of the Chief Executive and the Leader of the Council to accept an offer of £73,900 for the freehold sale of 58 Ramscliffe Avenue, Donisthorpe be confirmed.

Reason for decision: The proposal to dispose of the property was in accordance with the HRA Disposal Policy, which was approved by Cabinet on 3 March 2015, to generate a capital receipt to meet the needs of the HRA Business Plan.

34. CONTRACT AWARD FOR COMMERCIAL LAUNDRY EQUIPMENT AT SHELTERED SCHEME ACCOMMODATION

The Housing Portfolio Holder presented the report to Members.

He advised that the equipment that was currently used was old and too expensive to repair. He highlighted that although the service charge per property was increasing, if a tenant was in receipt of Housing Benefit the cost would be covered.

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

RESOLVED THAT:

The award to JLA Limited of the contract to install and manage our sheltered scheme laundry equipment for a period of up to eight years be approved.

Reason for decision: The contract would improve the facilities and service delivery for tenants in sheltered housing schemes.

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

The Corporate Portfolio Holder presented the report to Members.

He advised the majority of the Non-Domestic Rate debt write off amount related to one large assessment totalling £270k where the company was in a 'company voluntary arrangement. He also highlighted that Cabinet was asked to note the delegated write offs and amounts of sundry debts previously written off under delegated powers in 2016/17 and 2017/18 which had not previously been reported to Cabinet.

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

RESOLVED THAT:

1. The Non Domestic Rates and Sundry Debt write offs that were over £10,000 be approved;
2. The amounts written off under delegated powers be noted; and
3. The amounts of sundry debts previously written off under delegated powers in 2016/17 and 2017/18 be approved.

Reason for decision: To comply with proper accounting practices.

The meeting commenced at 5.00 pm

The Chairman closed the meeting at 5.08 pm

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**CABINET – TUESDAY, 9 OCTOBER 2018**

Title of report	LEICESTER AND LEICESTERSHIRE AUTHORITIES' JOINT STRATEGIC GROWTH PLAN
Key Decision	a) Financial No b) Community Yes
Contacts	Councillor Trevor Pendleton 01509 569746 trevor.pendleton@nwleicestershire.gov.uk Strategic Director of Place 01530 454555 james.arnold@nwleicestershire.gov.uk Planning Policy Team Manager 01530 454677 ian.nelson@nwleicestershire.gov.uk
Purpose of report	The purpose of this report is to enable Cabinet to consider the revised Strategic Growth Plan (the revised SGP) and to recommend a response to Council. The revised SGP is attached as Appendix A to this report.
Reason for Decision	To enable Cabinet to form a view
Council Priorities	Participation in the development of the Strategic Growth Plan will support the following priorities: - Building Confidence in Coalville - Homes and Communities - Businesses and Jobs
Implications: Financial/Staff	Financial implications are already provided for, with an earmarked reserve to cover the cost of evidence base, administration associated with the consultations and a contribution to the Joint Strategic Planning Manager role. Staffing implications are considered as part of normal workloads and establishment.
Link to relevant CAT	None

Risk Management	Risks have been managed by the Joint Strategic Planning Manager
Equalities Impact Screening	An Equalities and Human Rights Impact Assessment has been undertaken and forms part of the evidence base for the plan
Human Rights	An Equalities and Human Rights Impact Assessment has been undertaken and forms part of the evidence base for the plan.
Transformational Government	The draft Joint Strategic Growth Plan has been prepared in collaboration between the City and County Councils of Leicester & Leicestershire, as well as each of the District and Borough Councils, and the LLEP.
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	None
Background papers	<p>Strategic Growth Plan Consultation Draft – which can be viewed at http://www.llstrategicgrowthplan.org.uk/the-plan/stage-two/draft-plan/</p> <p>Equalities and Human Rights Impact Assessment</p> <p><u>A copy can be viewed at</u></p> <p>https://www.nwleics.gov.uk/pages/strategic_growth_plan</p> <p>Sustainability Appraisal</p> <p><u>A copy can be viewed at</u></p> <p>https://www.nwleics.gov.uk/pages/strategic_growth_plan</p>

Recommendation	<p>THAT THE FOLLOWING BE RECOMMENDED TO FULL COUNCIL:</p> <p>(I) THE REVISED STRATEGIC GROWTH PLAN (SGP) “LEICESTER AND LEICESTERSHIRE 2050: OUR VISION FOR GROWTH” BE APPROVED; AND</p> <p>(II) THE CHIEF EXECUTIVE (OR EQUIVALENT) OF EACH SGP PARTNER AUTHORITY, FOLLOWING CONSULTATION WITH THE LEADER OF THAT AUTHORITY AND THE JOINT STRATEGIC PLANNING MANAGER FOR THE SGP, BE AUTHORISED TO AGREE, PRIOR TO PUBLICATION, ANY FINAL MINOR AMENDMENTS TO THE SGP WHICH DO NOT SIGNIFICANTLY CHANGE THE OVERALL CONTENT OR PURPOSE OF THE DOCUMENT.</p>
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1.0 BACKGROUND

- 1.1 This Council, working with Leicester City Council, the County Council, and the LLEP has been working on the preparation a Strategic Growth Plan (SGP) for Leicester and Leicestershire.
- 1.2 The abolition of Regional Spatial Strategies by the government in 2010, coupled with the need for local planning authorities to consider strategic planning within the context of the ‘duty to co-operate’ required by the Localism Act 2011 created the need for a new approach to strategic planning across Leicester and Leicestershire.
- 1.3 In Leicester & Leicestershire, it was decided by the local planning authorities that long term strategic planning would be more effective if undertaken across the City and the County and to include the local enterprise partnership, the LLEP, as a partner.
- 1.4 The SGP has therefore been prepared jointly by the eight local planning authorities (the borough and district councils), the County Council as the highway authority and the City Council as a unitary authority with combined planning and highways responsibilities. Each of these is represented on a Members’ Advisory Group (MAG) which, supported by senior officers (Strategic Planning Group), has overseen the preparation of the Plan. The LLEP attends MAG in the capacity of an observer; Homes England (formerly the Homes & Communities Agency) attends the senior officer group in the capacity of an observer.

2.0 THE PROCESS TO DATE

- 2.1 To date the preparation of the SGP has involved agreeing a Strategic Growth Statement which set out the rationale and proposed process for the preparation of the SGP, identified the defining characteristics of the local area and challenges faced by the partners, outlined the evidence base that would be assembled and the spatial options to be considered in

formulating a SGP, and set out initial objectives and ambitions for the future. It was considered by Council on 28 June 2016.

- 2.2 A Consultation Draft SGP was considered and endorsed by the Members' Advisory Group in November 2017. It was subsequently approved for the purpose of public consultation by Cabinet on 14 November 2017 (other authorities also gave approval for the purposes of public consultation). More details of this are set out in section 3 of this report.
- 2.3 A further report which established the Council's formal response to the SGP was considered by Cabinet on 1 May 2018.
- 2.4 The meeting of MAG on 24 September 2018 considered and agreed a revised SGP. A copy is attached at Appendix A of this report.
- 2.5 Each of the local authorities across Leicester and Leicestershire are being recommended to approve the revised SGP during autumn/winter 2018.

3.0 PUBLIC CONSULTATION

- 3.1 A 17-week consultation period took place from 11 January -10 May 2018 and summary documents are available. Activities included:
 - press releases, periodic media coverage
 - emails/letters to statutory consultees
 - emails/letters to organisations and groups identified by partners
 - public exhibitions
 - copies of the Draft SGP and summary leaflets
 - paper copies of questionnaires and all evidence at main offices
 - SGP website
 - links to the SGP website from partner websites
 - social media messages
- 3.2 A total of 588 responses were received, 79% of which were from members of the public. These comments have been analysed and considered during the preparation of the revised SGP. A summary of key changes is attached as Appendix B.
- 3.3 In line with the Statement of Community Involvement, those respondents who provided contact details have been informed that a revised plan has been prepared. The opportunity for further comment will take place during governance and/or the preparation of Local Plans.

4.0 THE REVISED STRATEGIC GROWTH PLAN

- 4.1 The SGP will:
 - Support partners to plan effectively for the future, giving local plans a consistent framework and helping to make decisions on infrastructure and secure Government funding;
 - Give some control over accommodating and supporting future growth and help to protect and enhance environmental assets;

- Provide confidence to the market, the Government, local businesses and residents that the local councils and the LLEP are working together to improve the area.

4.2 There are risks in not having a SGP and these are summarised in Appendix C.

4.3 As the SGP has been developed, a number of events have been held for Members to keep them advised of progress. This has included all-Member briefings on the SGP at various stages in its preparation.

Key elements of the SGP

4.4 The SGP sets out a strategy for the growth and development of Leicester & Leicestershire in the period to 2050, enabling partners to consider the longer term needs of the area and opportunities which extend beyond the conventional timeframe of a local plan. MAG considered the distribution of housing and employment land over the period 2011-31 and 2011-36 in the context of the Housing and Economic Development Needs Assessment (January 2017) in order to give a more detailed framework for shorter term Local Plans.

4.5 There have been on-going discussions with organisations such as Network Rail and Midlands Connect to ensure that their emerging policies and proposals are incorporated in emerging plans, strategies and funding programmes where necessary.

4.6 The SGP proposes that most development will take place in major strategic locations with less development happening in existing towns, villages and rural area, in so doing it allows new development to be focussed along transport corridors and close to employment centres.

4.7 The five building blocks that have been used to prepare the Plan are an understanding and appreciation of:

- the existing settlement pattern
- national policies, particularly in relation to planning, housing and infrastructure provision
- the local economy and how it is supported by the Midlands Engine Strategy (March 2017)
- road and rail networks and the proposals and priorities of the Midlands Connect Strategy (March 2017), and
- the areas's environmental, historic and other assets.

4.8 Four priorities are identified in the SGP:

- creating conditions for investment and growth
- achieving a step change in the way that growth is delivered
- securing essential infrastructure
- delivering high quality development.

4.9 Analysis has indicated that through existing and emerging Local Plans and planning permissions provision can be made for the amount of new housing needed in the area to

2031. This will be achieved through a mixture of major strategic sites already identified in Local Plans (approximately 40%) and smaller scale growth on non-strategic sites (approximately 60%). The proposed new spatial distribution of strategic development, therefore, does not need to focus on this time period but it remains an important part of the plan e.g. we wish to accelerate the delivery of consented and allocated sites and we need to secure the infrastructure which is essential to their success.

- 4.10 Beyond 2031, the SGP proposes that more growth should be directed to strategic locations. This requires new strategic infrastructure to open up land for development and the Midlands Connect Strategy (setting out key transport priorities for the East and West Midlands) lays the foundations for this.

Proposed Growth Areas

- 4.11 The proposed growth areas are:
- Leicester City
 - the A46 Growth Corridor
 - the Leicestershire International Gateway
 - the A5 Improvement Corridor
 - the Melton Mowbray Key Centre for Regeneration and Growth
- 4.12 Coalville, Hinckley, Loughborough, Lutterworth and Market Harborough are identified as areas where growth would be managed in Local Plans.
- 4.13 In the villages and rural areas, the SGP proposes that there will be limited growth consistent with providing for local needs.

5.0 EQUALITY AND HUMAN RIGHTS IMPLICATIONS

- 5.1 By seeking to ensure that economic growth is secured, and appropriate provision for market and affordable homes is made, the implementation of the SGP can contribute to meeting the needs of disadvantaged groups across Leicester & Leicestershire.
- 5.2 An Equalities & Human Rights Impact Assessment (EqHRIA) has been undertaken. The outcomes of the assessment are available to view in a report which supports the SGP. The assessment considers a number of options for the spatial distribution of growth within Leicester & Leicestershire, including that of the SGP. It is clear that different options have the potential to impact, in different ways, on matters such as age, disability, race, religion or belief (some positive, some negative and some neutral). Other matters are not likely to be affected.
- 5.3 As this is a high-level strategic plan, however, the responsibility for mitigating any adverse impacts upon individuals or community groups will fall to subsequent statutory plans, primarily Local Plans prepared by individual authorities. In most cases, it will be important to ensure that specific infrastructure and services are planned effectively to deal with the specific needs of these groups. The EqHRIA ensures that the partner organisations are aware of the various impacts of the SGP and enables them to put in place any necessary mitigating measures and/or enhancements.

6.0 ENVIRONMENTAL IMPLICATIONS

- 6.1 A Sustainability Appraisal (SA) (incorporating Strategic Environmental Assessment) (SEA) has been undertaken together with a Habitats Regulations Assessment (HRA). These can be viewed at www.nwleics.gov.uk/pages/strategic_growth_plan
- 6.2. The SA concludes that the SGP has the potential to deliver significant positive effects in relation to health and well-being; housing; and economy and employment. Minor positive effects are reported in relation to climate change and cultural heritage (although, in the case of the latter, minor negative effects are also reported as well). Minor negative effects are reported in relation to water; and moderate negative effects in relation to landscape and land. Mixed effects are reported in relation to transport and travel i.e. significant positive effects in relation to the focusing of development in strategic locations and minor negative effects in relation to potential congestion on nearby routes. Uncertain negative effects are recorded in relation to biodiversity and minerals. Where significant effects are identified, measures to mitigate these have been suggested, if possible. Further measures to enhance the positive effects have also been suggested, where possible.
- 6.3 The SA reports that the findings broadly support the preferred strategy as it would generate the most benefits in terms of employment and housing growth. It reports that the focus of growth at key areas of economic growth and infrastructure capacity is also likely to reduce the length of car trips, and encourage sustainable modes of travel (particularly where there are strong rail and bus links into the City of Leicester). It also states that, in terms of environmental effects, the preferred approach does not generate any major negative effects and performs better or the same as the alternatives in this respect.
- 6.4 The SA acknowledges the role of the SGP in establishing broad preferred locations for longer term growth to provide a framework for statutory Local Plans. It states that the broad locations would evidently be able to accommodate a range of different growth levels so, if subsequent work based on updated evidence confirms that a higher level of growth ought to be pursued in certain locations, then this can be considered at that stage. A higher level of growth (than the notional projected housing requirement) will have largely negative impacts. This is supported by the SA findings which suggest that the negative effects for every option would be likely to increase and this could lead to major negative effects on the built and natural environment, water and transport infrastructure.

7.0 WHAT ARE THE IMPLICATIONS FOR NORTH WEST LEICESTERSHIRE OF THE CHANGES?

- 7.1 In terms of North West Leicestershire the following changes are highlighted:
- The Northern Gateway which covered the northern part of the district and Charnwood has been redefined as “The Leicestershire International Gateway”;
 - For the period 2031 to 2050 the number of dwellings to be provided has been increased by 1,200 to 9,720;
 - There is explicit support for the re-opening of the Leicester-Burton railway to passenger traffic; and
 - Explicit support for the regeneration of Coalville
- 7.2 An additional 1,200 dwellings for the period 2031-50 would increase the total figure from 8,520 to 9,720 which equates to 68 extra dwellings every year. The annual requirement

would increase from 448 dwellings to 511 dwellings. This is marginally more than the annual requirement in the adopted Local Plan (481 dwellings) up to 2031. This should be seen in the context that the scale of growth envisaged in NWL by the SGP so far is no higher than the requirement identified by the HEDNA, whereas most other authorities have significantly more growth than identified in the HEDNA. For example, Blaby is expected to take an additional 155%, Harborough 63% (allowing for a reduction of 2,000 dwellings) and Hinckley 17%. The comparable figure for NWL would be 14%.

- 7.3 Furthermore, such an increase is not considered to represent a challenge as our current Strategic Housing Land Availability Assessment identifies the potential for just 22,000 dwellings over the next 20 years.
- 7.4 It is considered, therefore, having regard to the above that an additional 1,200 dwellings for the period 2031-50 is not unreasonable.
- 7.5 The support for both the re-opening of the Leicester-Burton railway and the regeneration of Coalville are to be particularly welcomed. The inclusion of the former is the first time that such support has been given in strategic plans.

8.0 WHAT ARE THE NEXT STEPS?

- 8.1 The immediate next step for this Council is for the Strategic Growth Plan to be presented to full Council for approval in accordance with the Recommendations above. It will also be reported to the meeting of the Local Plan Committee on 7 November 2018.
- 8.2 Subject to the SGP being approved by each of the Leicester and Leicestershire authorities as outlined at paragraph 2.5 of this report, the SGP will be used to guide the preparation of local plans.
- 8.3 Through the work of the Strategic Planning Group discussions have started in terms of additional work to help ensure the delivery of the plan, not only the housing and employment development, but also the key infrastructure that is required. These discussions will need to involve a range of partners including government agencies and the private sector.
- 8.4 A programme for this work will need to be developed when a new Joint Strategic Planning Manager is in post.



LEICESTER &
LEICESTERSHIRE
2050:
OUR VISION
FOR GROWTH

FOREWORD

The Strategic Growth Plan has been prepared by the ten partner organisations in Leicester & Leicestershire to provide a long term vision that will address the challenges we face and the opportunities presented to us. It is a non-statutory plan but it sets out our agreed strategy for the period to 2050. We will deliver the strategy through our Local Plans.

We have listened to the comments submitted in response to our consultation and this document is the final version of the Plan. It explains the approach that we have taken in preparing the Plan, identifies broad locations where we think that development should take place and the infrastructure needed to deliver it. We will now work with local people, businesses, developers, landowners, government and statutory organisations to deliver the strategy and secure the infrastructure which is so critical to its success.

Cllr Trevor Pendleton

Chair, Members' Advisory Group for the Strategic Growth Plan

Our Partners:



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

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LEICESTERSHIRE
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LEICESTER & LEICESTERSHIRE TODAY

OUR STRENGTHS:

Great location and connectivity

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

Growing and diverse economy

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

Distinctive environmental, historic and other assets

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

A diverse and multi-cultural city

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

Three outstanding universities

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

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

OUR WEAKNESSES:

Congestion on our roads and railways

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

Gaps in the road and rail network

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

Poor economic productivity per head of population

- lower than the national and regional averages

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

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

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

Pressures on existing communities from new development, lack of infrastructure and services such as education and health

RECOGNISING THE CHALLENGE

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

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

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

The Strategic Growth Plan has been prepared by the ten partner organisations - the City Council, the County Council, the seven boroughs and districts, and the Leicester & Leicestershire Enterprise Partnership - to provide a plan which will shape the future of Leicester and Leicestershire in the period to 2050. It is a 'non-statutory' plan but it provides an agreed framework which we will use when preparing our individual Local Plans and other strategies.

The Strategic Growth Plan focuses on four key matters:

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

We have not started with a blank sheet. Government, local and regional agencies are also making plans. Where these already have a measure of support, we have used them as a basis for our work. We have also commissioned evidence to inform our work and this is available on our website.*

GREAT LOCATION AND CONNECTIVITY - AT THE HEART OF THE UK

**FIGURE 1:
LEICESTER & LEICESTERSHIRE:
A CENTRAL LOCATION**



PLANNING FOR OUR GROWTH AND INFRASTRUCTURE

CALCULATING OUR HOUSING AND EMPLOYMENT NEEDS

2011-31 (AND 2036)

The Strategic Growth Plan covers the whole of the period from 2011-50. It is not possible to produce accurate estimates of the scale of growth that is likely to be required for the whole of the period up to 2050 but we can divide it into stages.

Up to 2036, we can use government statistics and economic forecasts to plan with some confidence. The results are set out in our study of housing and economic development needs which calculates the need for both new homes and jobs.¹ Because our Local Plans are being prepared to end dates of either 2031 or 2036, the study sets out our need for new homes and jobs to the same end dates.

The detail is set out in Appendix A but, in summary, across Leicester & Leicestershire we need some 96,580 homes and 367-423ha of land for employment use in the period 2011-31 (See Table A).

2031-50

For the period 2031-50, we can use government statistics and economic forecasts only for the period 2031-36. Beyond that, there are no reliable estimates of population growth or household change, nor economic forecasts, but we need to have some understanding of how much growth we might be expected to accommodate. Having this information allows us to consider a wider range of options than if we were to focus only on shorter term needs.

For the purposes of the Strategic Growth Plan, we have chosen to work with an estimate of our housing needs for whole of the period 2031-50.

These are referred to as our 'notional' needs and have been produced by projecting forward the annual figures given in our study of housing and economic development needs. This indicates that, across Leicester & Leicestershire, we will need an additional 90,500 dwellings in this period.

The results will need to be monitored and reviewed as Government statistics become available but they are considered to be a reasonable basis on which to proceed. If we do not look to this longer timescale we will not be able to plan for, and secure funding for, the essential infrastructure that we need.

TABLE A: TOTAL HOUSING AND EMPLOYMENT LAND NEEDS 2011-50

Housing	Employment Land (B1/B2/B8) ³	
2011-31	96,580 ¹	367-423ha. ¹
2031-50	90,516 ²	Not quantified at this stage
Total (2011-50)	187,096	

Notes:

1. As shown in Housing and Economic Development Needs Assessment (January 2017)

2. 'Notional' needs calculated by projecting forward estimates set out in the Housing and Development Needs Assessment (January 2017)

3. Small scale B8 only (i.e. less than 9,000 sqm); the amount of land needed for strategic distribution facilities has not been quantified because it is so heavily dependent upon property market considerations.

WHETHER DEVELOPMENT TAKES PLACE BEFORE OR AFTER 2031, IT IS CLEAR THAT MORE HOMES AND JOBS WILL BE NEEDED. WE NEED TO PLAN FOR THIS NOW.

In terms of economic growth, it is very difficult to predict needs with any accuracy beyond 2036. We have decided, therefore, not to quantify the need for additional employment land for this period, at this stage. Again, in accordance with normal practice, we will monitor and review needs as necessary.

Our total requirements for the period 2011-50 are shown in Table A on page 5.

ACCOMMODATING OUR HOUSING AND EMPLOYMENT NEEDS

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

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

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

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

The agreed distribution will be set out in an agreed statement. In line with the needs of our Local Plans, this will cover the time periods to 2031 and 2036. The statement will be used with the Strategic Growth Plan as the basis for preparing or reviewing Local Plans.

ALIGNING GROWTH, INFRASTRUCTURE AND SERVICES

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

We will continue to work with government, landowners, developers and other stakeholders to accelerate development and to align this with essential infrastructure.

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

To accelerate the speed of development, we will address the lack of essential infrastructure (highway capacity, schools, healthcare facilities, etc.) We will also consider financial viability which can be a problem on some sites. In others, the costs of the necessary infrastructure might need to be shared across several development sites.

We are working with developers, landowners and statutory agencies to remove the barriers to development and will focus on this more intensively as we move forwards. Our highway authorities have already identified key road and rail projects and are progressing these through formal approval and funding regimes. Outside the City, the County Council has summarised the key projects in its '*Prospectus for Growth*'.*

Together the City and the County Councils, as highway authorities, are collaborating on a Strategic Transport Plan which will identify additional projects and set out short and long term aspirations for sustainable transport initiatives including public transport improvements, ways of reducing the use of the private car and green transport initiatives.

Other statutory undertakers will be able to use the Strategic Growth Plan and Local Plans as a clear statement of the proposed growth in Leicester & Leicestershire. This will allow them to identify their own investment priorities. We will support them in their requests for funding, lobbying government and supporting applications for funding through the normal processes.

MAXIMISING THE RETURNS ON INVESTMENT

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

Through the Strategic Growth Plan we can maximise the benefits of this investment by focusing growth in areas close to new infrastructure proposals. This does not mean to say that these are the only road and rail projects that are needed to support the growth that we will have. Existing schemes are already in the pipeline (e.g. improvements to the A5, the A511 and Melton Mowbray Relief Road) and we are working to deliver these. Additional schemes will be needed to provide better connections to the strategic network. We will also look for ways to improve public transport, cycling and walking.

In undertaking this work, we recognise that, on our own, we cannot deliver growth on this scale. Government, statutory agencies, landowners, developers and local authorities all have an important role to play in this process. The partnership approach that we have achieved to date provides a secure foundation on which to move forward with other organisations. Without additional infrastructure we will be unable to deliver long term growth on this scale, or in the timescale proposed.

THE BUILDING BLOCKS FOR OUR PLAN

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

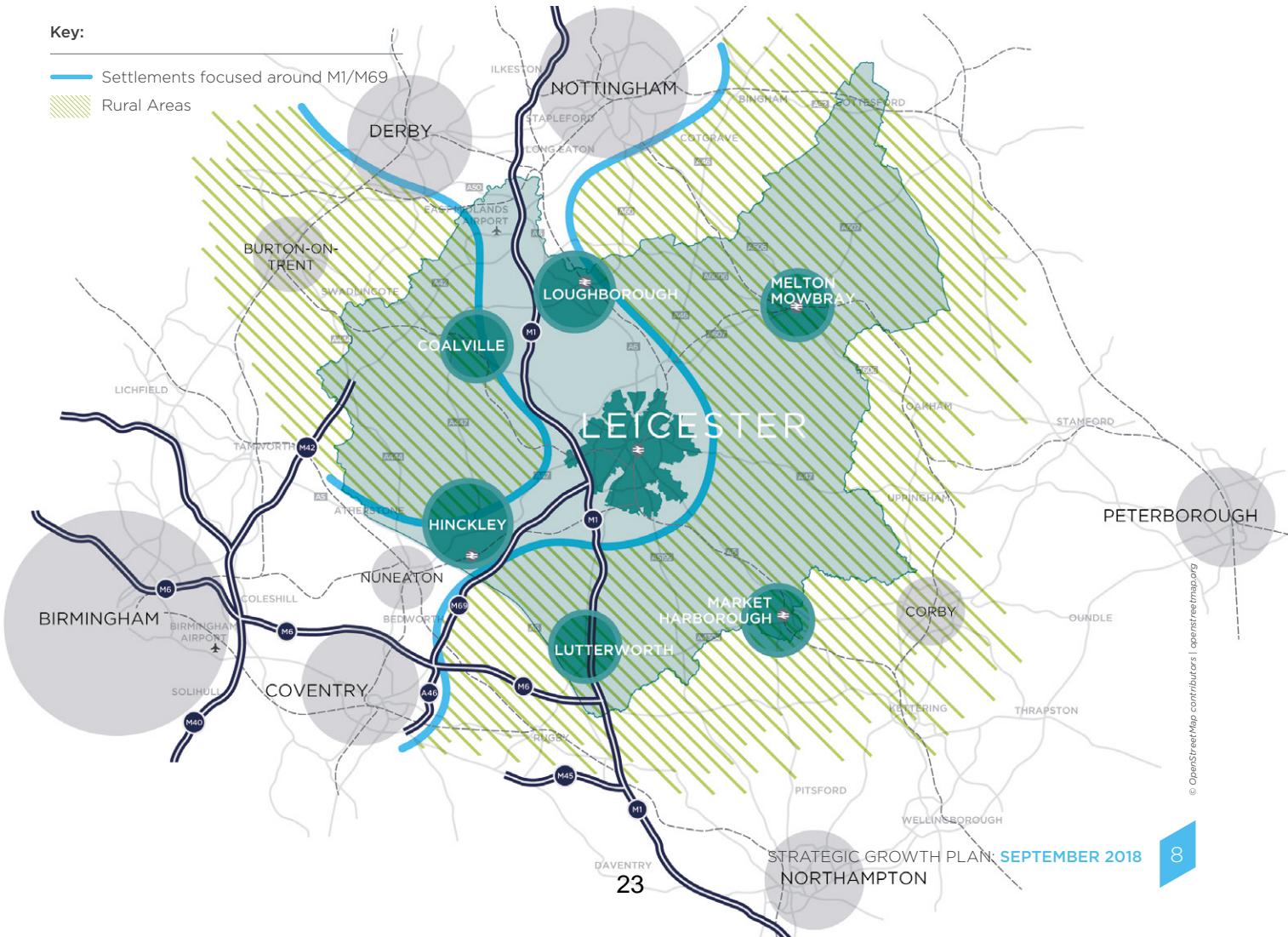
FIGURE 2:
SETTLEMENT PATTERN

THE EXISTING SETTLEMENT PATTERN

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

Within Leicester & Leicestershire the settlement pattern is quite distinctive:

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



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

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

NATIONAL POLICIES

The second building block of our Plan is an understanding of national policies. These influence what we can do, particularly in relation to our priority areas: housing, the economy, infrastructure and the environment. They also set the government’s agenda for funding so it is important that we reflect these priorities. We want to be ready to take advantage of opportunities that will bring benefits to our area, yet able to control excessive development pressures.

THE INDUSTRIAL STRATEGY

The Government’s Industrial Strategy sets out a long term plan to boost the productivity and earning power of people throughout the UK. It provides a framework for our own Local Industrial Strategy* and investment by the LLEP. The Strategic Growth Plan considers how existing employment areas can be supported and where new growth should be directed.

THE HOUSING STRATEGY

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

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

WE CONSIDER THAT OUR STRATEGIC GROWTH PLAN RESPONDS VERY POSITIVELY TO THE GOVERNMENT'S PRIORITIES FOR INVESTMENT AND NEW PLANNING POLICY

THE NATIONAL PLANNING POLICY FRAMEWORK

The National Planning Policy Framework has recently been revised. The emphasis of the new document is very much on strategic priorities, housing delivery and joint working. It includes a number of significant changes:

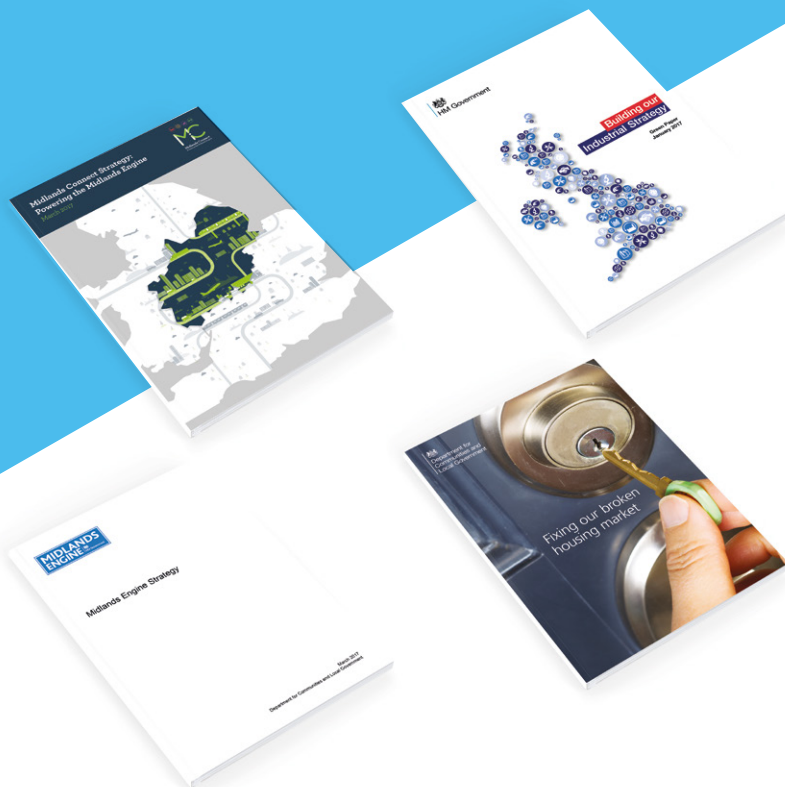
- the re-introduction of strategic planning
- the use of a 'standard methodology' for calculating housing need, and
- the requirement to prepare a 'Statement of Common Ground'.

In terms of strategic planning, authorities must now, as a minimum, ensure that there is a plan which addresses the priorities for an appropriate geographical area. It is acknowledged that in many cases, this will highlight the need for collaborative working on a joint plan.

We have used the standard methodology to calculate housing needs so that we can compare the results with our own study. We have found that, across Leicester & Leicestershire as a whole, the scale of need is very similar, although there are variations at the local level.

In terms of a Statement of Common Ground, our Strategic Growth Plan already fulfils much of what is required: it is a clear statement of acknowledged issues, it identifies our priorities and it sets out an agreed strategy for our Local Plans. It provides a good foundation for future work on our Statement of Common Ground.

Although the National Planning Policy Framework states the government's preference for statutory plans, this has come at a late stage in the preparation of our Plan. We consider that the current Plan fulfils many of the government's requirements. We also have a need for an agreed strategy to set a framework for our Local Plans and investment priorities. For these reasons, we have decided to complete our work on the Plan but we will, of course, consider the need for a statutory plan in line with the requirements of national planning policy as we move forwards.



OUR ECONOMY AND THE MIDLANDS ENGINE STRATEGY

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

The Midlands Engine Strategy has been prepared by Government and sets out a collective ambition for economic growth and prosperity. It aligns with the national industrial strategy and highlights how the region can build upon existing business sectors and areas of opportunity. It highlights many of our key industries, universities and employment areas as places of national, and even global, significance.

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

THE MIDLANDS ENGINE STRATEGY HAS BEEN PREPARED BY GOVERNMENT AND SETS OUT A COLLECTIVE AMBITION FOR ECONOMIC GROWTH AND PROSPERITY



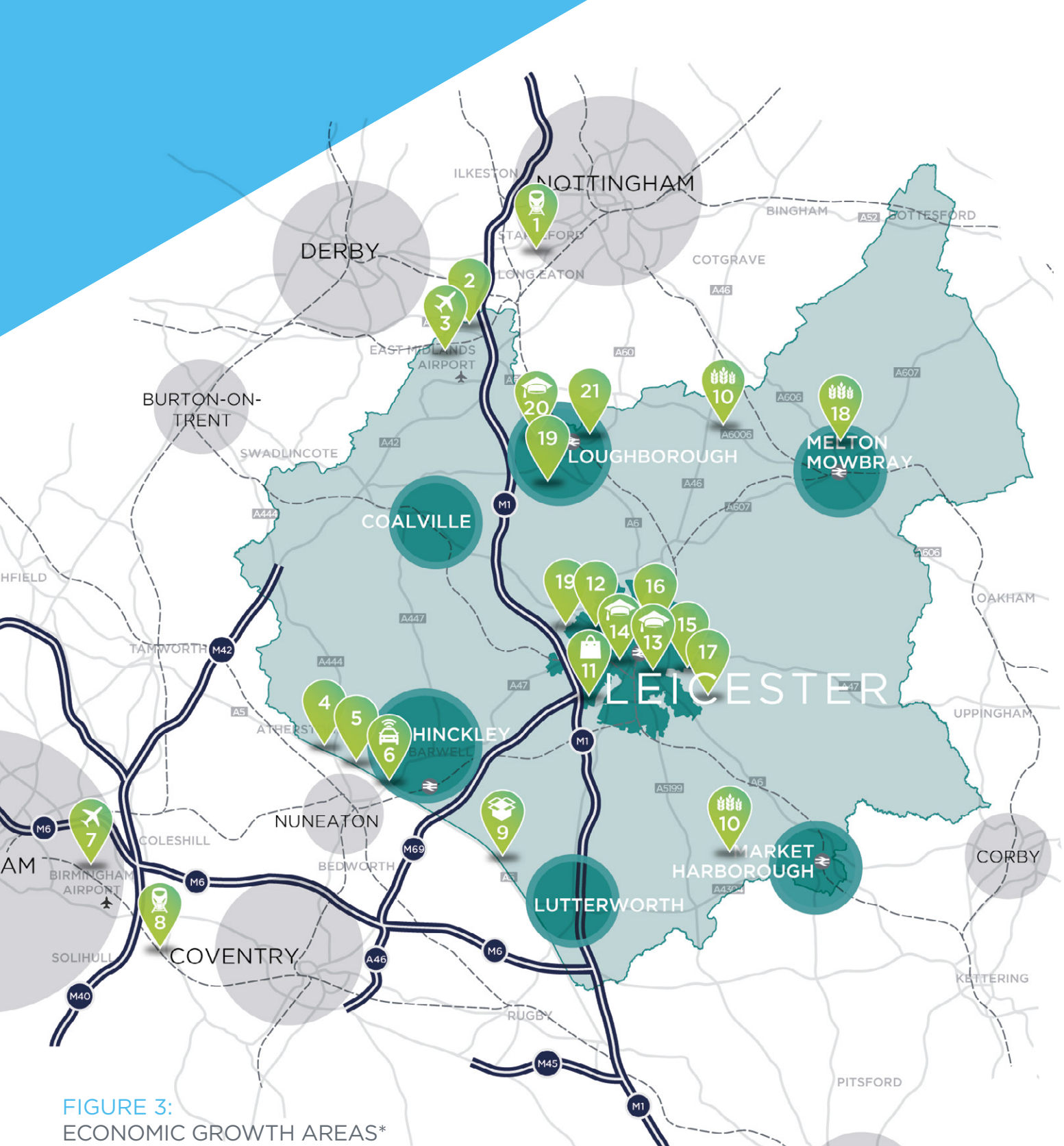


FIGURE 3:
ECONOMIC GROWTH AREAS*

- Key:**
- 1. Toton Station (High Speed 2)
 - 2. East Midlands Gateway (Strategic Rail Freight Interchange)
 - 3. East Midlands Airport
 - 4. Engineering Skills Training Centre at MIRA
 - 5. MIRA Enterprise Zone
 - 6. Centre for Connected Autonomous Vehicles
 - 7. Birmingham International Airport
 - 8. Arden Cross Station (High Speed 2)
 - 9. Magna Park Distribution Centre
 - 10. Agri-Food and Drink Processing
 - 11. Fosse Park Retail Centre
 - 12. City Centre and Strategic Regeneration Area in Leicester

- 13. Leicester University
- 14. De Montfort University
- 15. Global Space Technologies Hub
- 16. Space Research Centre & Earth Observation Centre
- 17. IBM Client Innovation Centre
- 18. Agri-Food and Drink Processing
- 19. Loughborough & Leicester Enterprise Zone
- 20. Loughborough University
- 21. Life Sciences Opportunity Zone

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

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INFRASTRUCTURE AND THE MIDLANDS CONNECT STRATEGY

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

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

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

Whilst the electrification of the Midland Main Line north of Kettering will not now proceed as originally planned, we will continue to press for improvements to the track, stations and services to support our local economy and housing growth.

The improvement of the Leicester-Burton Railway Line does not form part of the Midlands Connect Strategy. Currently, the cost of improving the track for passenger use, re-instating stations and operating services on this line far exceeds available funding and the likely income. If viable funding solutions were to emerge, however, supported by new development in the vicinity of the line such that it could be re-opened for passenger use, the matter could be reviewed in future.

Similarly, the railway lines from Leicester to Melton Mowbray and from Melton Mowbray to Nottingham/Newark do not feature in the Midlands Connect Strategy. Improvement of these lines would also improve connectivity and provide additional public transport options to support growth. At present, however, the cost of improved lines and services requires further investigation to establish the economic case and availability of funding solutions.



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THE MIDLANDS CONNECT STRATEGY HAS BEEN PREPARED JOINTLY BY THE MIDLANDS CONNECT PARTNERSHIP AND GOVERNMENT AGENCIES

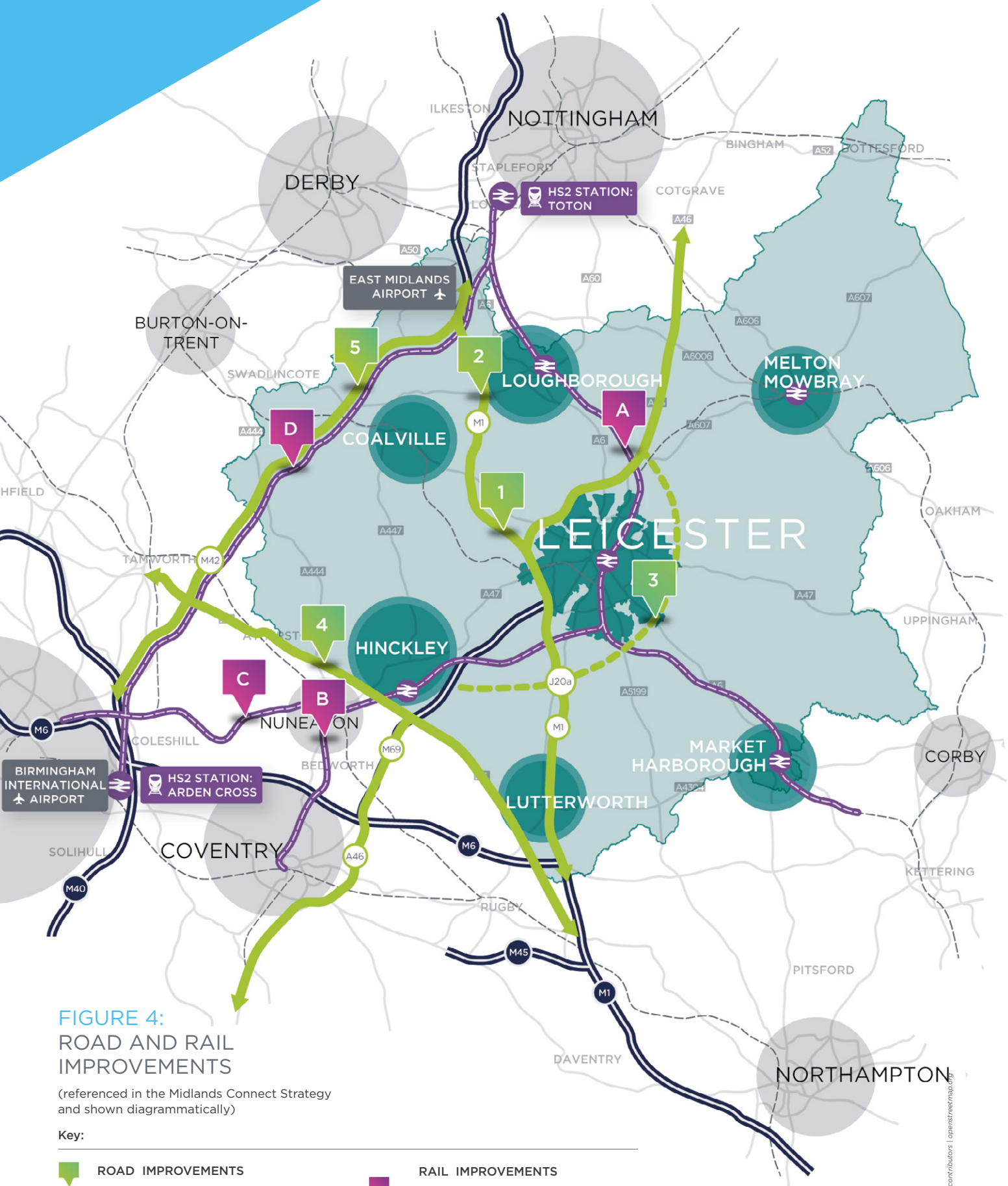


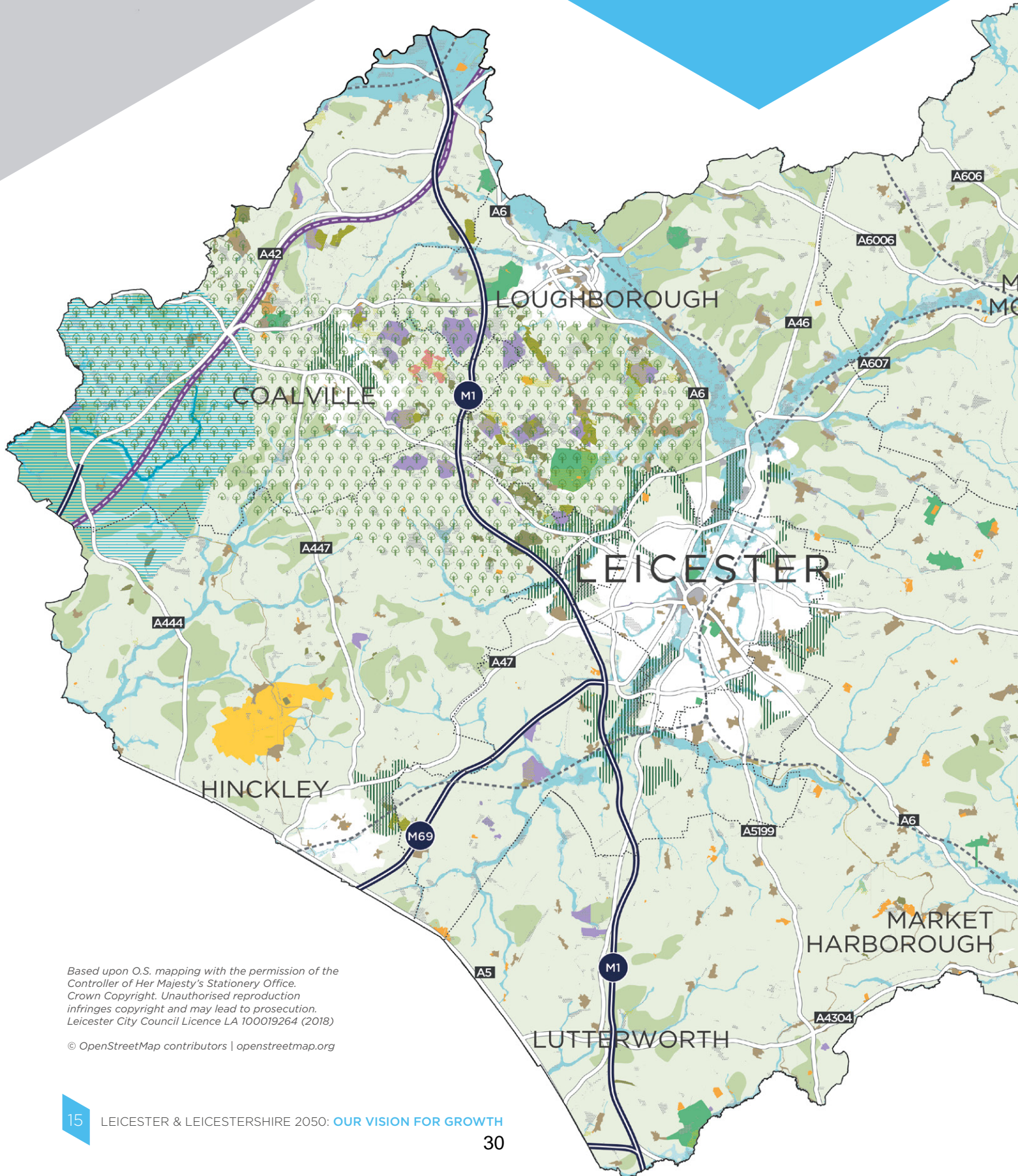
FIGURE 4:
ROAD AND RAIL IMPROVEMENTS

(referenced in the Midlands Connect Strategy and shown diagrammatically)

Key:

- | | |
|--|---|
| <ul style="list-style-type: none"> ■ ROAD IMPROVEMENTS 1. Smart Motorway M1 J19-23a 2. M1 J23/A512 improvements 3. A46 Expressway (route to be defined) 4. A5 Expressway 5. M42/A42 Expressway | <ul style="list-style-type: none"> ■ RAIL IMPROVEMENTS A. Midland Main Line Upgrade and Electrification B. Leicester-Coventry Upgrade C. Leicester-Birmingham Upgrade D. High Speed 2 |
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PROTECTING OUR ENVIRONMENTAL, HISTORIC AND OTHER ASSETS

The fifth building block in the Plan is a recognition of the assets that are most important to us. We have identified key features and designations to help us make decisions about areas that need to be protected (See Fig 5). We have few national or international constraints but there are key features that are important to Leicester & Leicestershire, not least the National Forest, Charnwood Forest, Bosworth Battlefield, areas separating urban areas (our 'green wedges'), valuable landscape and townscape, local nature conservation designations, civic heritage, conservation areas, etc. Many other places are important locally and these too need to be protected.

In a strategic document such as this, it is impossible to convey the range of assets that we have. This information has been assembled, however, and is available on our website. Further detailed information is held by each of the local authorities and will be used to make decisions about potential development sites. Balancing the need for growth with protection of our assets has been a critical consideration.

Difficult decisions have had to be made but we know, from previous experience, that unplanned growth can bring even more unacceptable consequences. We will continue to gather evidence about our assets and how they can be protected as we continue our work on Local Plans.

FIGURE 5: ASSETS

Key:

AGRICULTURAL LAND GRADES:

- Grade 1
- Grade 2
- Grade 3

NATIONAL FLOOD ZONES:

- Level 3
- Level 2
- 🌳 National / Charnwood Forest
- Battlefield
- Parks and Gardens
- Ancient Woodland
- Green Wedge

- Scheduled Monument
- River Mease Catchment Area
- River Mease SAC
- Conservation Areas
- National Nature Reserve
- Geology
- LNRs and Wildlife Sites
- Sites of Special Scientific Interest
- Archaeological Alert
- HS2

OUR OVERALL APPROACH

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

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

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

THIS IS OUR OPPORTUNITY FOR CHANGE

OUR PRIORITIES

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

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

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

INVESTMENT AND GROWTH

Analysis of population and household statistics tells us that Leicester & Leicestershire will continue to grow whether we plan for this or not. New jobs continue to be created particularly in Leicester city centre, in the northern part of the county and around the market towns.

More new jobs are expected in the LLEP's priority sectors of life sciences (medical technologies); advanced manufacturing and engineering; advanced logistics; space and digital technologies; and textiles. These reflect the priorities of the Midlands Engine Strategy and the growth of the national economy.

More locally, individual authorities are focusing on tourism, leisure, health and wellbeing and supporting the rural economy. The Strategic Growth Plan provides a spatial framework within which this investment and growth can occur.

OUR VISION*

Our vision is that:

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

** Reference: Strategic Growth Statement (2016)*

SHIFTING THE FOCUS OF DEVELOPMENT

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

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

Our strategy proposes to build more development in major strategic locations and to reduce the amount that takes place in existing towns, villages and rural areas. This will allow us to plan for new housing and employment together with new and improved roads, public transport, schools, health services, local shops and open space.

We are working with developers and Homes England to increase the speed at which development sites come forward and are built out. We will continue to seek funding for essential infrastructure to support development.

Our analysis has demonstrated that, through our existing and emerging Local Plans, and planning permissions, we can make provision for the amount of new homes and jobs we need in the period up to 2031. This will be achieved through a mixture of major strategic sites already identified in Local Plans (about 40%) and smaller scale growth on non-strategic sites (about 60%).

SECURING ESSENTIAL INFRASTRUCTURE

Delivering sustainable growth, before and after 2031, needs new infrastructure, not only road and rail improvements but also schools, healthcare facilities, venues for sports and leisure, open space, community halls, etc. Through our work on Local Plans we have already identified the road and rail improvements that are needed to support growth in housing and jobs up to 2031. Statutory agencies also have the information that they need to organise their investment priorities. The problem has been aligning this provision across a number of delivery agencies. Solving this problem will lie at the heart of delivering growth in the early stages of our plan.

Beyond 2031, the scale of infrastructure and service provision is such that significant investment by government will be needed. Our strategy makes provision for more of our growth to be provided in strategic locations. To do this, we need to:

- deliver the infrastructure and services that have already been identified in Local Plans and planning applications; and
- secure public sector funding for new strategic infrastructure which will open up sites for development.

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

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

We recognise that, if high quality sustainable development is to be achieved, these schemes will need to be supported by public sector investment in local road and rail improvements, and in public transport. The City and County Councils, as highway authorities, are already starting to identify what will be needed but decisions cannot be finalised until specific development sites have been identified in Local Plans. The Strategic Transport Plan will provide more information on what these improvements are and how they will be delivered.

In terms of private sector projects, we recognise that the lack of funding, or the ability to secure finance, and a range of other factors have caused delay. We need to resolve these problems if we are to create high quality developments with a sense of place and everything that they need to create real communities. Growth after 2031 is also very much dependent upon earlier infrastructure being put in place.

We will work collaboratively with the private sector and others to remove any barriers which exist. The Strategic Growth Plan, together with Local Plans, the Local Industrial Strategy and the Strategic Transport Plan will demonstrate that we are speaking with one voice and are committed to an agreed strategy.

DELIVERING HIGH QUALITY DEVELOPMENT

We have decided that our common agenda will be delivering 21st century garden towns, villages and suburbs within our strategic growth areas. This reflects the settlement pattern of the City and County, and establishes a framework for protecting the valuable assets that we have. It also allows us to develop a strong agenda around social, economic and environmental priorities.

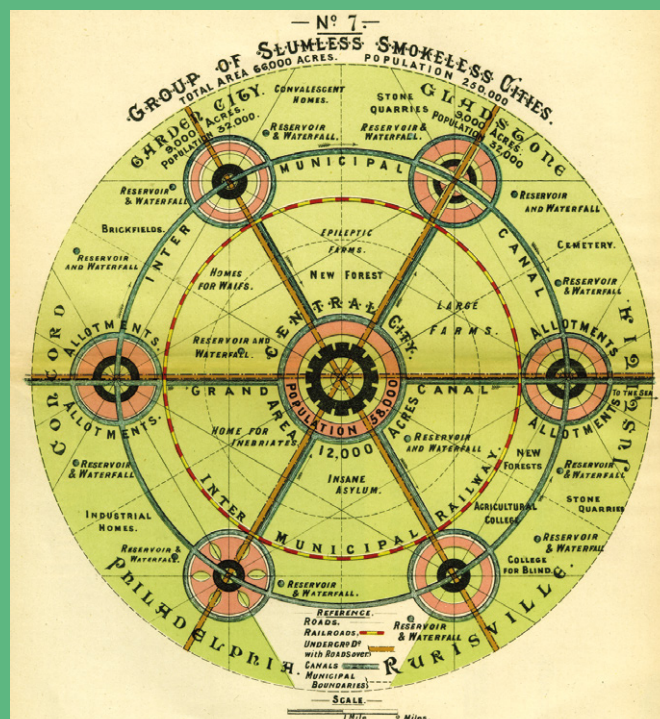
The scale of opportunity in Leicester & Leicestershire assists these choices. Our strategy focuses development along transportation corridors and close to important employment centres. At a local level, we could expand existing settlements or create new ones. We could plan for some new development in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

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

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

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

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



Credit: Town And Country Planning Association

OUR SPATIAL STRATEGY

Our spatial strategy acknowledges the scale of growth that is already in the pipeline as a result of Local Plans and planning permissions. It also builds upon known road and rail infrastructure opportunities or commitments. In delivering the strategy we will enhance the role of Leicester at the heart of the county and maintain the close relationships between the City, the market towns and rural areas. In doing so, we will prepare Local Plans in line with this spatial strategy to ensure that growth is delivered in a way which responds positively to our aspirations.

LEICESTER: OUR 'CENTRAL CITY'

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

The population of the urban area, in and around Leicester City, is about 650,000 and increasing rapidly. We are working collaboratively to accommodate all of the homes that the City needs in places that are well-connected to it.

Given the scale of housing need and the potential for new jobs, the City needs to grow. This needs to be done in such a way that we can make full use of existing services and infrastructure within the City. Also, by providing more homes close to jobs in the City Centre and other employment centres, we will be able to relieve development pressures in other parts of the surrounding **BIRMINGHAM** authorities.

Given the scale of development on the fringes of Leicester, any growth would need to be accompanied by measures to increase capacity on the radial roads and improve public transport, cycling and walking.

WE WILL ENHANCE THE ROLE OF LEICESTER AND MAINTAIN THE CLOSE RELATIONSHIPS BETWEEN THE CITY, THE MARKET TOWNS AND RURAL AREAS

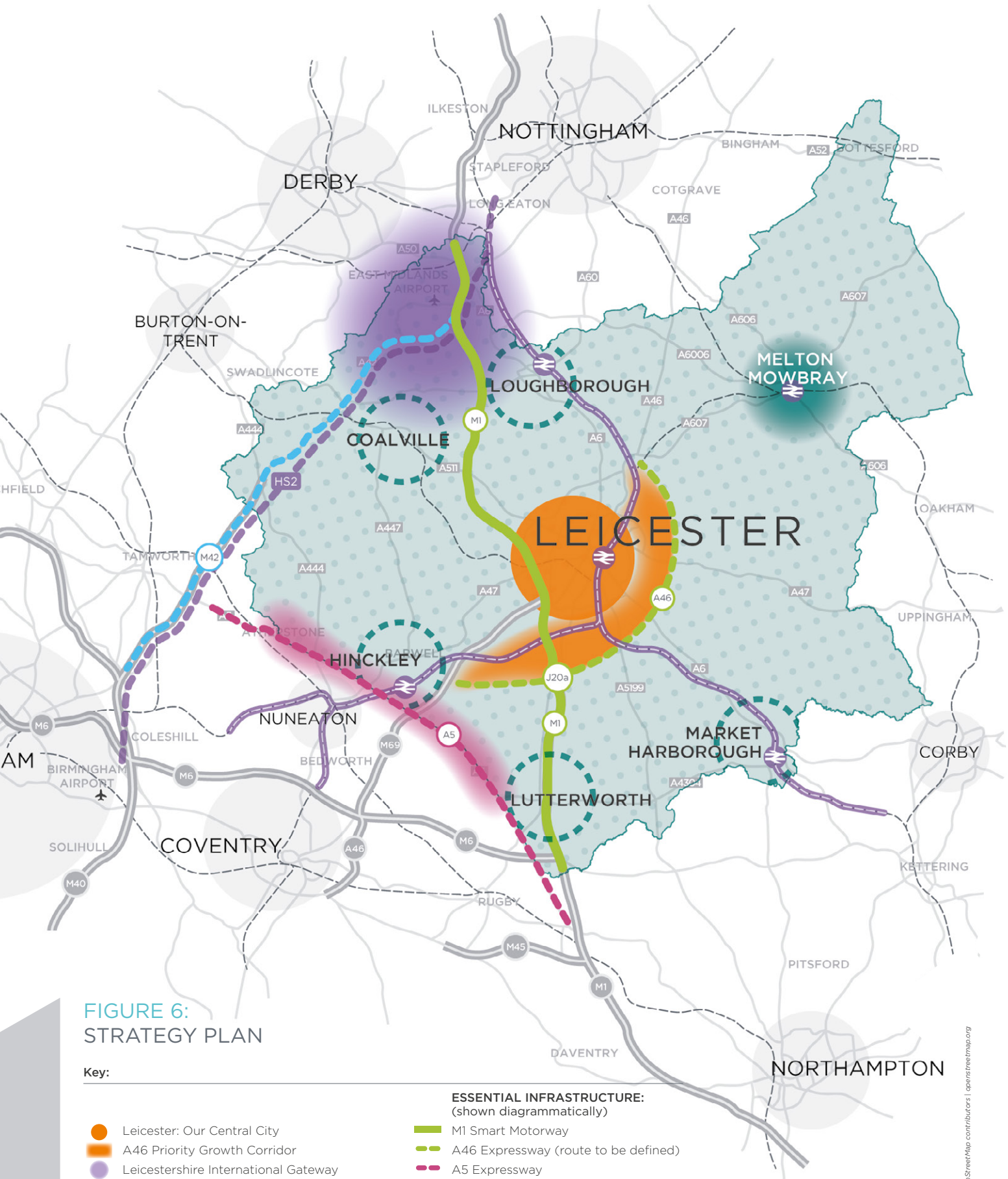


FIGURE 6:
STRATEGY PLAN

Key:

- Leicester: Our Central City
- ▭ A46 Priority Growth Corridor
- ▭ Leicestershire International Gateway
- ▭ A5 Improvement Corridor
- Melton Mowbray: Key Centre for Regeneration and Growth
- ⋯ Managed Growth in Local Plans
- ⋯ Growth to support local needs only

ESSENTIAL INFRASTRUCTURE:
(shown diagrammatically)

- ▭ M1 Smart Motorway
- ⋯ A46 Expressway (route to be defined)
- ▭ A5 Expressway
- ▭ M42/A42 Expressway
- ▭ Rail improvements
- ▭ HS2

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THE A46 PRIORITY GROWTH CORRIDOR

The 'expressway' proposal for the A46 is critical to our strategy. It not only provides an alternative route to the M1 but also creates the opportunity for significant development to the south and east of the City. The expressway proposal is included in the Midlands Connect Strategy and proposes a new road extending from a new or improved junction on the M69, and continuing to the south and east of Leicester, with a new junction on the M1 (J20a). The new road will re-join the existing A46 to the north-east of the City. The precise route of the new road will have significant implications for encouraging growth in Leicester and Leicestershire and will be the subject of consultation at various stages in its routing and design.

Improvements to the railway lines and services between Leicester, Coventry and Birmingham are also proposed.

The combination of new and improved roads and railways in this area creates the opportunity for major development along a corridor extending around the southern and eastern fringes of Leicester. The proposed new road is of national and regional significance but it also provides the opportunity for strategic development in Leicester & Leicestershire. We estimate that this corridor has the potential to accommodate about 38,000 new homes and additional new jobs.

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

WE ESTIMATE THAT THIS CORRIDOR HAS THE POTENTIAL TO ACCOMMODATE ABOUT 38,000 NEW HOMES AND ADDITIONAL NEW JOBS

THE LEICESTERSHIRE INTERNATIONAL GATEWAY

The Leicestershire International Gateway is focused around the northern parts of the A42 and the M1, where there are major employment opportunities notably East Midlands Airport, East Midlands Gateway (strategic rail freight terminal) and HS2 station at Toton nearby. The authorities have already made provision for strategic new housing developments in Ashby, Coalville, and Loughborough and these need to be completed as a matter of priority to provide the opportunity for people to live close to their places of work. At the same time, some parts of the area (e.g. the centres of Coalville and Shepshed) are in need of regeneration and the physical fabric needs to be improved. In our Local Plans we intend to explore the theme of 'forest towns' suggested in the National Forest Strategy. This could be a way of enhancing the physical fabric of the towns and villages in this area and making the most of our environmental assets. It would also support investment in tourism and leisure facilities and health and wellbeing agenda.

Loughborough, with a world class university, has also made provision for a science and enterprise park and this needs to be delivered in conjunction with improved access from J23 on the M1, now funded.

Overall, we estimate that the area has the potential to accommodate about 11,000 new homes. Improvements to the A42, the M1, railway lines and services – all set out in the Midlands Connect Strategy – support this opportunity.

THE A5 IMPROVEMENT CORRIDOR

The A5 provides a long distance strategic route running from the south-east to the north-west. The route acts as an alternative to the M6 motorway between J12 and the M1 but suffers from increasing congestion and lack of capacity to serve as a relief route when there are problems on the M6. Also, it is expected to experience increased traffic growth in the future from advanced manufacturing and logistics developments such as the MIRA Enterprise Zone & Technology Park, phase three of DIRFT near Daventry and Magna Park in Lutterworth.

Improvement of the A5 corridor is essential to reduce congestion in the area, to deliver already planned housing growth and to support delivery of major industrial sites which already have Local Plan allocations and/or planning permission. Managing the delivery of consented/allocated sites in and around Hinckley will be achieved through Local Plans.

There are long-standing proposals, promoted by the A5 Partnership, to improve the A5 from Dodwells to Longshoot, widening to dual-carriageway a short section of the A5 near Hinckley, which carries the traffic of both the A5 and the A47. The A5 Partnership proposals also call for improvements to upgrade the A5 between the A38 and the M1 to 'expressway' standard. This is supported by the Midlands Connect Strategy and will provide much needed relief to local roads, and provide an efficient alternative route to the M6, between J12 and the M1.

MELTON MOWBRAY: KEY CENTRE FOR REGENERATION AND GROWTH

Melton Mowbray sits at the centre of a largely agricultural area in the north east of the county. Somewhat distant from other centres, strategic road and rail routes, the town functions as a rural hub for the surrounding villages and rural communities, the focus of social and economic activity, enhanced by a characterful and distinctive landscape. Recently economic growth has been constrained by lack of sites and poor connectivity but there is evidence that local firms are looking to expand and new businesses wish to move in.

The town centre is congested and in need of regeneration but has a great deal of potential. Investment in the public realm – the buildings, public spaces, streets – would do much to restore confidence in the town and support its potential as centre for tourism and leisure in one of the most attractive parts of the county.

The recent approval for the Melton Mowbray Relief Road provides the catalyst for change: it will remove congestion in the town centre and open up land for development to the north and east of the town. Similar investment in highways to the south of the town could increase this further. New growth will support town centre shops and services and provide the opportunity for people to live close to where they work. The new A46 expressway and improved connections to it, will also improve connectivity to Leicester, the M1 and the Leicestershire International Gateway.

AREAS OF MANAGED GROWTH IN LOCAL PLANS

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

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

Growth area	Notional capacity (dwellings)
A46 Priority Growth Corridor	38,000
The Leicestershire International Gateway	11,200
Melton Mowbray: Key Centre for Regeneration and Growth	3,800
Total	53,000

OUR VILLAGES AND RURAL AREAS

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

NOTIONAL CAPACITY (DWELLINGS)

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

NOTIONAL CAPACITY (EMPLOYMENT LAND)

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

Longer term requirements are not quantified. The need for employment land is subject to considerably greater market variability than the need for new homes.

It is, therefore, unrealistic to anticipate what these might be so far ahead. In principle, however, it is considered that the spatial distribution of new employment will need to reflect the overall strategy of the Plan, enable homes and jobs to be located in close proximity, and take advantage of opportunities for commuting by public transport. The need for new employment land will be monitored and reviewed on a regular basis through the preparation and adoption of Local Plans.

OUR COMMITMENT TO DELIVERY

A PARTNERSHIP APPROACH

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

STATUTORY VS NON-STATUTORY PLANS

The changes to the National Planning Policy Framework state a preference for statutory plans, make recommendations on a standard methodology for calculating housing need, and set out the requirements for a 'Statement of Common Ground'. The work on our three strategic documents, however, has reached an advanced stage. To pause and re-work the Strategic Growth Plan in a different format would cause significant delay at a time when there are significant issues to resolve and opportunities to grasp.

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

Should circumstances change in future, we can update housing need and supply through Statements of Common Ground and/or a review of the Strategic Growth Plan.

ALIGNING INFRASTRUCTURE AND GROWTH

It is clear, however, that we will need support from government if we are to achieve the step change in the amount and speed of housing and economic growth that we propose. We started our work with a shared commitment to deliver the homes and jobs that Leicestershire needs over the period 2011-50 and our strategy is set out in this Plan. We wish to take full advantage of the opportunities that are presented by the Midlands Engine and Midlands Connect strategies. Our proposals, therefore, maximise the benefits that are delivered by the infrastructure investment proposed in these documents. We value the government's stated commitment to the region.

DIGITAL CONNECTIVITY

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

OUR OFFER TO GOVERNMENT

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

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

APPENDIX A

HOUSING NEEDS 2011-31 AND 2011-36

We have undertaken a study of our housing and employment economic development needs for the periods 2011-31 and 2011-36 to align with the different time periods for which Local Plans are being prepared. The results of this analysis are set out in Tables 1 and 2 and further detail can be found in the study. Leicester City Council has formally declared that it will be unable to meet its 'objectively assessed needs' (OAN) for housing for the period 2011-31. Oadby & Wigston Borough Council has declared that, subject to further investigation of highway matters, it might be unable to meet its needs for the period 2031-36. Planning guidance requires the OAN to be satisfied across the 'housing market area' (HMA) as a whole.

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

Beyond 2031, provision will be made in Local Plans in accordance with the framework set out in this Plan.

TABLE 1: HOUSING NEED 2011-31

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

TABLE 2: HOUSING NEED 2011-36

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

Notes:

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

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

EMPLOYMENT LAND NEEDS 2011-31 AND 2011-36

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

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

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

Notes:

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

Local plans will make provision for these needs in the period 2011-36.

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

APPENDIX B

NOTIONAL HOUSING NEEDS AND SUPPLY 2031-50

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

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

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

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

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

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

The authorities in Leicester & Leicestershire agree that the distribution in Table 4 will be used as the basis for future Local Plans. This will be reinforced in an agreed statement or Statement of Common Ground and in Local Plans.

TABLE 4: NOTIONAL HOUSING NEED AND SUPPLY 2031-50

Authority	Notional Housing Needs 2031-50 ¹		Delivery on Non-Strategic Sites ⁴		Delivery on Strategic Sites	Total Delivery	
	dpa	Total	dpa	Total	Total	dpa	Total
Blaby DC	361	6,859	110	2,060 ³	15,500	924	17,560
Charnwood BC	994	18,886	470	8,890 ²	10,000	994	18,890
Harborough DC	514	9,766	150	2,930 ³	13,000	838	15,930
Hinckley & Bosworth BC	454	8,626	140	2,590 ³	7,500	531	10,090
Leicester City	1,668	31,692	550	10,450	0	550	10,450
Melton BC	170	3,230	80	1,520	3,800	280	5,320
North West Leicestershire DC	448	8,512	240	4,520 ²	5,200	512	9,720
Oadby & Wigston BC	155	2,945	60	1,140	1,500	139	2,640
Total (Leicester & Leicestershire) (%)	4,764	90,516	1,800	34,100 (38%)	56,500 (62%)	4,768	90,600

Notes:

1. Notional housing needs 2031-50 based on information contained in Housing and Economic Development Needs assessment (January 2017)
2. Charnwood and North West Leicestershire are assumed to meet notional OAN so delivery on non-strategic sites exceeds the Strategic Growth Plan's figure of 40% of notional OAN.
3. Due to the level of provision for development on strategic sites in Blaby DC, Harborough DC and Hinckley & Bosworth BC, development on non-strategic sites is limited to 30% of notional OAN.
4. Delivery on non-strategic sites rounded to the nearest '10'.



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

llstrategicgrowthplan.org.uk

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

APPENDIX B

Key changes made following consultation on the Draft Strategic Growth Plan

Matter	Explanation
Chapter 3: Accommodating our Growth	
Ch 3: Title changed from ' <i>Accommodating Our Growth</i> ' to ' <i>Planning for Our Growth and Infrastructure</i> '.	Emphasises relationship between growth and infrastructure.
Ch 3: Re-drafted to bring together two time periods 2011-31 and 2031-50 (housing numbers as before).	Provides clarity on scale of growth over long term; better support for funding bids.
Ch 3: New text on aligning growth, infrastructure and services; focus on delivery, removing barriers to development; increasing speed.	Emphasises need for infrastructure to support committed and new development; identifies other infrastructure needs and priorities.
Chapter 4: The Building Blocks for our Plan	
Ch 4: New text added on the revised National Planning Policy Framework (NPPF).	Explains how we will address changing government policy.
Ch 4: New text and plan relating to environmental, historic and other assets.	Emphasises that such assets are an important consideration when planning for and integrating growth into its environment, context and setting.
Chapter 5: Our Overall Approach	
Ch 5: New text on ' <i>Investment and Growth</i> '	Recognises that Leicester & Leicestershire will continue to grow so we have to plan for this; links to the LLEP's emerging Local Industrial Strategy; and ensures that local aspirations are reflected in the SGP.
Ch 5: New text on ' <i>Securing essential Infrastructure</i> '	States that wide range of infrastructure is needed; promised infrastructure needs to be provided in parallel with the delivery of growth; much of this from the public sector but also collaboration with private sector.
Ch 5: Text on garden cities agenda brought forward.	To emphasise the way in which this agenda will lie at the heart of our proposals to give social, economic and environmental focus to the delivery of growth in a plan-led way.

Chapter 6: Our Spatial Strategy	
Ch 6: New text to emphasise that the SGP will be delivered via Local Plans	To emphasise that local planning authorities intend to be at the forefront, managing the delivery process
Ch 6: A46: identified as the <i>'The A46 Priority Growth Corridor'</i>	Reinforces the message that the new A46 Expressway is a critical infrastructure element of the strategy without which growth on the scale/speed proposed would not be possible.
Ch 6: <i>Northern Gateway</i> : Re-defined and identified as <i>'The Leicestershire international Gateway'</i>	Recognises the increasingly international importance of this area with East Midlands Airport, East Midlands Gateway, HS2 station, major employers, new roads, etc.
Ch 6: <i>'Southern Gateway'</i> deleted; replaced with <i>'A5 Improvement Corridor'</i>	Emphasises the importance of the A5 improvements to the delivery of committed growth
Ch 6: Lutterworth deleted as <i>'Key Centre for Growth'</i> ; re-designated as an <i>'Area of Managed Growth in Local Plans'</i>	Allows the local planning authority to focus on current proposals for growth and manage future development in Local Plans
Ch 6: Melton Mowbray renamed <i>'Key Centre for Regeneration and Growth'</i>	Better reflects the aspirations of the local authority for growth and regeneration supported by new infrastructure
Strategy Plan revised	Amended in line with changes.
Housing Numbers	
Housing numbers: <ul style="list-style-type: none"> • Reduced by 2,000 dwellings in the area of Harborough DC • Increased by 800 dwellings in the area of Melton BC • Increased by 1,200 dwellings in the area of North West Leicestershire DC 	Provides a more sustainable distribution and accurately reflects the positive aspirations of local authorities.
General changes to the text in various places	
Clear support for public transport enhancements; including radial routes and railways not in Midlands Connect Strategy e.g. Leicester-Burton Line and around Melton Mowbray.	Better reflects the aspirations of the partners in terms of public transport improvements.
Recognition of the need for public transport to support growth.	Amended to emphasis aspirations for improved public transport as part of a sustainable transport strategy.
Importance of delivering infrastructure in parallel with growth in order to support both	Emphasises that infrastructure is needed to support both long term growth

long term growth and growth committed through the grant of planning permission.	and sites which already have planning permission.
Emphasis on relationship/dependency between strategic and 'lower order' infrastructure	Recognises that improvements to the wider network will be needed to support the strategic road and rail improvements highlighted in the Plan.
Emphasis on delivery.	Emphasises that development in the period 2011-31 needs to be accelerated.
Align homes and jobs; recognising LLEP priorities.	Recognises the desire to reduce levels of commuting and the relationship between major employment centres and new homes.
Clear support for regeneration e.g. Coalville Town Centre	Acknowledges that growth can take the form of regeneration and redevelopment of brownfield sites.

Risk Assessment

Risk	Specific issue	Response
Joint working	The revised NPPF makes it very clear that government wants LPAs to work together, specifically preparing joint statutory Local Plans.	<p>The SGP is clear evidence of joint working albeit on a non-statutory basis. The work has made steady progress over the last three years with no interruption, signs of hesitation or withdrawal of support. Failure to agree at this late stage would signal a major break-up in the partnership putting at risk all of the attendant benefits which could be delivered through continued joint working (notably access to funding and the ability to resist unwanted development pressures).</p> <p>Joint working has also raised the profile of the Leicester & Leicestershire partners with statutory agencies and has contributed to a positive outcome on a number of funding applications.</p>
The 'Duty to Co-operate'	The revised NPPF strengthens the requirements of the 'Duty to Co-operate', effectively turning it into a 'Duty to Agree'.	If approved by all partners, the SPG will be a clear statement of co-operation and agreement. It highlights the issues, identifies a strategy and, in its final form, will be a clear statement of agreement by the partners. This is a powerful statement and a good collaborative position for the partners which can be clearly demonstrated.
Statement of Common Ground	The revised NPPF establishes a mandatory requirement for a Statement of Common Ground and sets out a timetable for its preparation.	The SGP provides much of the information needed for a Statement of Common Ground. The Statement of Common Ground will set out the agreement on housing numbers including a recognition on behalf of the partners that they will need to accommodate any demonstrated unmet need arising from Leicester City (and Oadby & Wigston Borough if necessary).

<p>Reputational damage if one or more partners does not approve the Plan</p>	<p>Clear demonstration of failure to work co-operatively, lack of strategy to address acknowledged development requirements and no framework for Local Plan. Consequential, ad hoc and piecemeal development pressures which would be difficult to resist.</p>	<p>Withdrawal of support by a number of partners would signal clear failure in attempts at joint working. This would be likely to result in a position that would probably be worse than if the SGP process had not started. Intense pressure from development interests would be likely to arise across the Leicester & Leicestershire Housing Market Area (HMA), in all likelihood targeting the types of site that the SGP is attempting to protect (e.g. development in villages and rural areas).</p>
<p>Delay in the preparation of Local Plans</p>	<p>The SGP is intended as a framework for Local Plans. If this does not exist, then the Duty to Co-operate will need to be re-cast in a different form.</p>	<p>Possibility of delay rather than rapid progression towards Statement of Common Ground being agreed across the Leicester & Leicestershire HMA and in the preparation of Local Plans.</p>
<p>Failure to deliver new housing at the pace required.</p>	<p>Local Planning Authorities will have to return to relying on disaggregated and piecemeal ways of securing infrastructure.</p>	<p>Government is committed to the delivery of new housing and accelerating the speed of delivery. Work on the SGP has already supported applications for funding (which have been successful). Homes England have expressed a willingness to support the partners in accelerating growth, bringing other government departments into the process. This is a good collaborative position for the partners to be able to demonstrate as they go forward.</p>
<p>Delivering new infrastructure</p>	<p>Different mechanisms to make the case for arguing for strategic infrastructure would have to be devised. Returning to disaggregated and piecemeal means of doing this might not deliver provision at the scale and pace required.</p> <p>Lack of infrastructure is currently delaying the delivery of some growth that already benefits from planning permission and, as a result, pressure continues to be exerted on other sites.</p>	<p>Government's view is that infrastructure and growth are closely aligned. Those authorities which best demonstrate joint working and a commitment to growth will access the greatest Government funding. Leicester & Leicestershire has had some significant funding successes already e.g. the Melton Mowbray Relief Road; progress to Stage 2 of the Housing and Infrastructure Fund both the South-West Leicestershire package of improvements and the final section of the Melton Mowbray Relief Road.</p>

<p>Accelerating the pace of housing delivery</p>	<p>The SGP demonstrates to Government the effort that has already been made by the partners to accommodate development via existing Local Plan allocations and planning permissions. This provides a good platform to negotiate infrastructure funding and other work with Government in order to accelerate delivery.</p>	<p>Leicester City Council has secured Marginal Viability Funding to accelerate the pace of delivery at the important Ashton Green site. The Leicester & Leicestershire partnership is recognised by Homes England who have offered support in a variety of forms. Accelerating the delivery of consented schemes allows local people to see how growth can support the local housing market and to see the merits of growth.</p>
<p>Loss of confidence in the ability of the partners to plan pro-actively.</p>	<p>Powers exist already for the government to transfer control to the County Council if the partners fail to co-operate and manage growth positively and proactively through a planned approach.</p>	<p>The SGP is an excellent example of collaborative working across organisations with responsibility for the whole range of local government functions. It could be an exemplar of how to balance competing interests and thereby maximise funding opportunities.</p>
<p>The scale of growth will not reduce</p>	<p>There is intense pressure for development in the logistics sector in the Leicestershire and Leicestershire area. Both the Housing and Economic Development Needs Assessment (January 2017) and the new standard methodology for calculating housing needs (set out in the revised NPPF) indicate a similar scale of housing need across the Leicester & Leicestershire housing market area.</p>	<p>The SGP does not promote growth above objectively assessed needs. That being the case, even if the SGP were to be abandoned, Local Plans would have to plan for the same scale of growth but with no over-arching strategy in place. The development industry could target particularly vulnerable authorities e.g. those whose five-year housing land supply is marginal.</p>
<p>Deletion of the A46 Expressway (Southern/Eastern Leicester Bypass</p>	<p>Growth likely to gravitate towards existing infrastructure and major employment centres. Continued pressure also in villages and rural areas across the Leicester & Leicestershire area.</p>	<p>The SGP does no more than accommodate the objectively assessed needs of Leicester & Leicestershire. That being the case, if the new A46 Expressway were to be deleted from the plan, some 38,000 dwellings would have to be provided in other locations. Conventional sustainability criteria are likely to support the notion that new growth should gravitate towards places with infrastructure and economic generators.</p>

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**CABINET – TUESDAY, 9 OCTOBER 2018**

Title of report	COMMERCIAL STRATEGY
Key Decision	a) Financial Yes/No b) Community Yes/No
Contacts	Councillor Nicholas Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Chief Executive 01530 454500 bev.smith@nwleicestershire.gov.uk Head of Legal and Commercial Services 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk
Purpose of report	To request that Cabinet consider and approve the Council's commercial strategy.
Reason for decision	For Cabinet to review and formally adopt the new Commercial Strategy which sets out how the Council's approach the delivery of its functions is to evolve so as to take full advantage of a wide range opportunities that may arise.
Council priorities	Value for money Building confidence in Coalville Homes and communities Business and jobs
Implications:	The financial outcomes of the commercial strategy will be monitored via the MTFS to Cabinet.
Financial/Staff	Existing staff resources can cover the development of the commercial strategy and the set up of small commercial initiatives. It is likely that additional resources will be needed in connection with bigger pieces of work, for example, in connection with business development, marketing or legal advice as work progresses. Requests for resources will be considered by the Project Board, Corporate Leadership Team or Cabinet as appropriate.

Link to relevant CAT	A cross departmental project team will be established to progress work on the strategy.
Risk Management	The development of significant commercial initiatives will be conducted utilising the corporate project management framework.
Equalities Impact Screening	Equality impacts will be continuously monitored and taken into account for individual projects.
Human Rights	None discernible at this time.
Transformational Government	The Council may need to consider other models of service delivery.
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	As author of the report, the report is satisfactory.
Consultees	CLT, Strategy Group, Policy Development Group.
Background papers	None.
Recommendations	<p>THAT:</p> <ol style="list-style-type: none"> 1. CABINET APPROVE THE COUNCIL'S COMMERCIAL STRATEGY. 2. AUTHORITY BE DELEGATED TO THE CHIEF EXECUTIVE TO MAKE MINOR AMENDMENTS TO THE STRATEGY.

1. BACKGROUND

- 1.1 Despite managing its finances well over many years, we know that the Council will face a budget deficit in the years 2020/21 – 2022/2023. The cost of providing Council services is increasing, the revenue support grant from Government will cease in 2019/20 and the Council will be increasingly reliant on local income.
- 1.2 It is currently estimated that the total budget deficit will be £4.6m by 2023 and the Council has committed to reducing its reliance on New Homes Bonus by 6.25% per year from 2019/20 to 25% or £1.5m by 2023. This takes the total deficit which the Council needs to plan for to £6.1m. This figure is based on certain financial assumptions and variables and may change. Members will be kept informed and update via the Medium Term Financial

Strategy (MTFS) which is regularly reported to Cabinet. For the purposes of future planning it is important to have a target figure, whilst understanding that this figure may change over time.

- 1.3 Cabinet will also be aware that the council has a self sufficiency reserve. This currently stands at £2.76m and it has been agreed by Cabinet that the budget surplus of £299,000 for 18/19 will be added to the reserve. This will make a total of £3.01m available for projects which raise income or achieve other savings for the Council.
- 1.4 To set the commercial strategy in context it may be helpful to understand the structure of the Council's programme of work.
- 1.5 The Council has established a Corporate Portfolio of Programmes:
 - People
 - Place
 - Journey to Self Sufficiency
 - Customer First
- 1.6 These arrange the work that is being done, across the Council on the current corporate priorities, into a clear framework with appropriate project and corporate governance. This work together with team business plans feeds into the Council Delivery Plan (CDP).
- 1.7 The Journey to Self Sufficiency Programme is the Council's plan to manage the budget deficit. The commercial strategy is part of that programme of work. It also includes other key pieces of work such as saving £200k to manage the corporate impact of leisure outsourcing, the development of the Corporate Asset Management Strategy, reviewing fees and charges and the development of the 2019/20 draft budget.
- 1.8 Specifically, in developing budget proposals for 2019/20, a Savings Challenge has been adopted to drive a 2.5% General Fund reduction and a 1.5% Housing Revenue Account reduction in net expenditure (which equals the net cost of services after deducting locally generated income). Via the Savings Challenge, services are being asked to consider positively how they can do things differently to achieve cost savings and/or generate new or more income.
- 1.9 If the challenge is met on the General Fund the Council will have exceeded its Self-Sufficiency saving, as laid out in the MTFS and as set out in paragraph 1.2 above. Whilst the Housing Revenue Account is in a strong financial position, a 1.5% savings challenge represents a realistic saving given that the service has for the last 3 years been subject to annual reductions in rental income of 1% imposed by central government.
- 1.10 The Strategic Director of Housing and Customer Services is leading on the Journey to Self Sufficiency Programme (J2SS). The Head of Legal and Commercial Services is leading on the commercial strategy. A cross departmental project team will be established to progress work on the strategy. The draft commercial strategy is attached as Appendix 1.

2. NWLDC APPROACH TO COMMERCIALISM - BEING MORE BUSINESS-LIKE

- 2.1 The strategy recognises that a lot of good work is being done by services across the organisation, with services such as Grounds Maintenance, Assistive Technology and Legal Services running successful commercial operations and generating income for the Council.
- 2.2 The strategy sets out the context of the organisation, the financial challenge, what a commercial approach means for NWLDC and the broad principles of how we will generate additional income. The strategy is as much about cultural change as it is about income generation. The document recognises that, for NWLDC being more commercial is not just about making money. It is also about how we work and provide our services. It will become increasingly important for the organisation to work in a more business-like way; thinking more about why and how we are doing things and whether we are being as efficient as possible whilst not losing the core public sector ethos. The document, entitled "Being More Business-like", seeks to foster, embrace and embed a one-council approach which engenders shared accountability for the financial sustainability of the organisation together with the empowerment of staff. It will enable staff to make small changes which make efficiencies and improve services as well as set the framework for significant pieces of work or projects, such as investment in commercial property, development existing commercial activities, or exploring new ways to earn extra income.
- 2.3 A 3-5 year action plan is being developed alongside the strategy which will establish ownership for actions with clear timescales next to the delivery of key themes identified in the document. For example, knowing our costs, identifying opportunities for further trading, reviewing our fees and charges for services, asset investment, looking at other models for service delivery and exploring company structures where it makes sense to do so.
- 2.4 The approach taken and language used in the draft document in the draft commercial strategy aligns with the communications strategy, the emerging people plan and customer services strategy. This reflects the desire for a collaborative and empowered organisation with engaged managers and teams.

3. POLICY DEVELOPMENT GROUP

- 3.1 The commercial strategy was considered by Policy Development Group at its meeting on 19 September 2018. The draft minutes from the Group are attached at Appendix 2.
- 3.2 Cabinet will note that there was a request from PDG to add a reference to car parking income into the list of services and areas of good practice and where we are already operating commercial activities. The feedback from PDG on the strategy was welcomed. However, it is not recommended that the requested change is made to the document. The list on page 6 of the draft strategy is intended to provide some examples of our commercial activities. It is not intended to be exhaustive.
- 3.3 Whilst we seek to deliver a balanced financial position in managing our expenditure and income from car parking, our commercial approach is focused on providing a cost neutral accessible service to our communities. In addition, traditionally, the income from car parking is ring fenced to the car parking service and is not used elsewhere on the general

fund. A piece of work will be undertaken in 19/20 to understand more about this budget area.

4. OTHER CHANGES TO THE DOCUMENT

- 4.1 Since the draft strategy was considered by PDG, some minor changes have been made. Cabinet are asked to note, in particular, the change which has been made to the forecast deficit which has been amended from £6.5m in the first draft of the strategy to £6.1m in the current draft before Cabinet. As paragraph 1.2 states, the financial forecasts may change due to the regular reassessment of the Council's financial position via reviews of the MTFS.

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Being more business-like



Introduction

North West Leicestershire District Council (NWLDC) will stop receiving some grants from central Government in 2019 and needs to be prepared to provide services to our communities from locally generated income.

Council income

Council Tax Business rates	Paid by our residents and businesses
☞ Paid for services	Like planning, pest control and building control
New Homes Bonus	Grants paid by Government when new houses are built in the district or we bring empty homes back into use
From our industrial units and other assets	Rent from our business tenants
Rent from council housing	Can only be spent on the housing service

The budget deficit

Despite managing our finances well over many years the cost of providing our services is increasing.

We estimate that this will lead to a budget deficit of in the region of £4.6 million by 2023.

In addition to our projected deficit, we have said that we will reduce our reliance on New Homes Bonus Grant by 25% by 2023. This equates to the need to save an extra £1.5 million between now and 2023 by 2023.

The total deficit we need to plan for is £6.1 million.



How will we face the challenge of reducing budgets?

We won't simply cut costs by cutting services.

Many of the services we provide are statutory (we have to provide them and carry out certain functions) and we also provide valuable services to our communities, both residents and businesses.

Self sufficient. Business-like. Commercial.

We have established a self-sufficiency reserve which now stands at £2.76 million (at 31 March 2018). This reserve will be used to cover the upfront costs associated with **commercial initiatives** and a programme of change.

or

To bridge this budget gap we need to generate additional income and make savings.

Taking a more business-like and commercial approach will give us the opportunity to continue to deliver the excellent cost effective services that our residents and businesses depend on and also to deliver income generating services to external customers.

This approach will help ensure the council's financial sustainability.

This means:

We will be more business-like in how we provide services and with the decisions we make. We will identify ways to reduce our costs and earn extra income.

We will not:

Take unnecessary risks with public money or lose our core public sector ethos.



Coalville by the Sea event

What does being more business-like mean for NWLDC?

Our business-like, commercial approach is about:



Knowing our business - how much it costs us to run our services. This allows us to properly price for commercial opportunities so our costs are covered, we include overheads and we make a surplus.

Identifying **opportunities for trading and charging** for services to external customers in the commercial market place.



Reviewing our **fees and charges**.

Ensuring we procure goods and services and **manage contracts effectively**.



Promoting and encouraging investment in the area to generate employment and business rate income.



Making the most of our assets

Our land, buildings or commercial properties, like industrial units, need to work well for us. A new property investment strategy may include reviewing rental and lease arrangements to ensure a proper commercial return is being achieved, selectively disposing of assets or changing their use to secure a better return. We will also consider acquiring assets which realise a future income stream.

Considering the use of **trading companies** or other business models where it makes sense to do so.



Understanding our customers and the new markets we could operate in. This could mean marketing our services in a range of sectors locally, regionally and nationally.

Effectively **marketing our services** as a trusted business partner of choice.

One council, one team - thinking differently together



Recognising that there is **no monopoly on a good idea** - staff will be empowered to come up with and implement good ideas, large or small, which will save time, make money or improve services.



Investing to save, where there is a clear business case.

Supporting our staff to **develop the skills** needed to deliver successful commercial outcomes.



Understanding that **every penny counts!**

We will encourage and embed a culture of business-like thinking and shared accountability for the finances sustainability for the organisation.

To be effective, our business-like, commercial approach should be organisation wide and this document should be read alongside other key documents:

- Council Delivery Plan
- Medium Term Financial Strategy (MTFS)
- Asset Management Strategy
- Treasury Management Strategy
- Communications Strategy
- Corporate Portfolio of Programmes and Projects.



We will approach commercialisation in line with the following core principles.

<p>Values:</p>	<p>Our commercial work will continue to align with the council's values:</p> <ul style="list-style-type: none"> • Deliver agreed quality • Be fair and proud • Listen carefully • Support what is possible • Spend our money wisely • Work is underway to develop new council values - to be inserted at a later date 	<p>Customer first</p>	<p>Our decisions will put the customer at the heart of what we do.</p>
<p>Income and improvement</p>	<p>Although income generation will be a key focus of our work, we will also look at how we can do things more efficiently and effectively and improve services.</p>	<p>Risk</p>	<p>We will understand, manage, and be prepared to take calculated risks.</p> <p>We will use our existing project management framework and governance structures to provide appropriate control and support to the work we do.</p> <p>We will use external professional support if needed.</p>
<p>Proactive</p>	<p>Innovation is not something we do when we have finished our day's work; it's how we work!</p> <p>We will be bold and prepared to do new things.</p> <p>We understand that not everything will succeed but it is the overall success of the commercial approach which is important.</p>	<p>Our ethos</p>	<p>Being a public sector body means that we need to work within legislation, regulation and a political framework.</p> <p>It can sometimes limit the scope of what we want to do. However as well as continuing to do amazing things for the benefit of our local community, our commercial approach will allow us to bring in additional external income to protect front line services.</p>

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How will we know we've been successful?

We are already doing great work, providing services and managing our assets on a commercial basis in a number of areas including:

Assistive technology	Providing lifeline services.
Grounds maintenance	Providing grass cutting and other services to parish councils and development companies.
Legal services	Providing legal services to other councils, colleges and academies.
Industrial units	Providing good quality office and unit space in the district.
Recycling	Thanks to our residents we can sell the recycling we collect for a good price.

But we want to do more.

We have identified some simple, short, medium and long term goals against which we can measure our progress.

Investment income	Investing our money on short, medium and long term basis to generate a return.
Trade waste	Providing efficient trade waste collection service to our businesses.

Short term - within six months we will:

- Identify two income generating opportunities and develop these to implementation stage
- Identify which of our current commercial activities can be developed
- Identify what our staff think a ' commercial culture ' is
- Communicate the commercial strategy to staff and members
- Establish the governance structure for the commercial strategy.

Medium term - within 12-18 months we will:

- Identify a further three income generating opportunities and develop these to implementation stage
- Generate surplus income from our commercial activities
- Reinvest additional income in commercial opportunities.

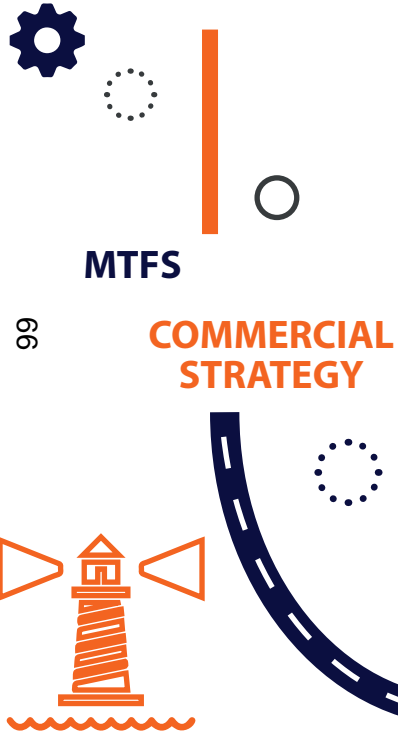
Long term - within five years we will know that our work has been successful if:

- We are able to generate more local income towards meeting the potential £6.1 million budget deficit by 2023. We will report our progress to Cabinet via the MTFs.
- We have successfully embedded a business-like, commercial culture within the organisation. We measure this by looking at the ideas that have come forward from staff and also through staff surveys in 2020.

How this all fits together

DIRECTION

- Priorities — Elected members
- Council services — Statutory non statutory



PLAN

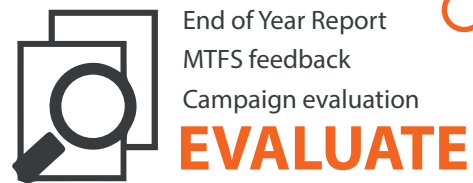
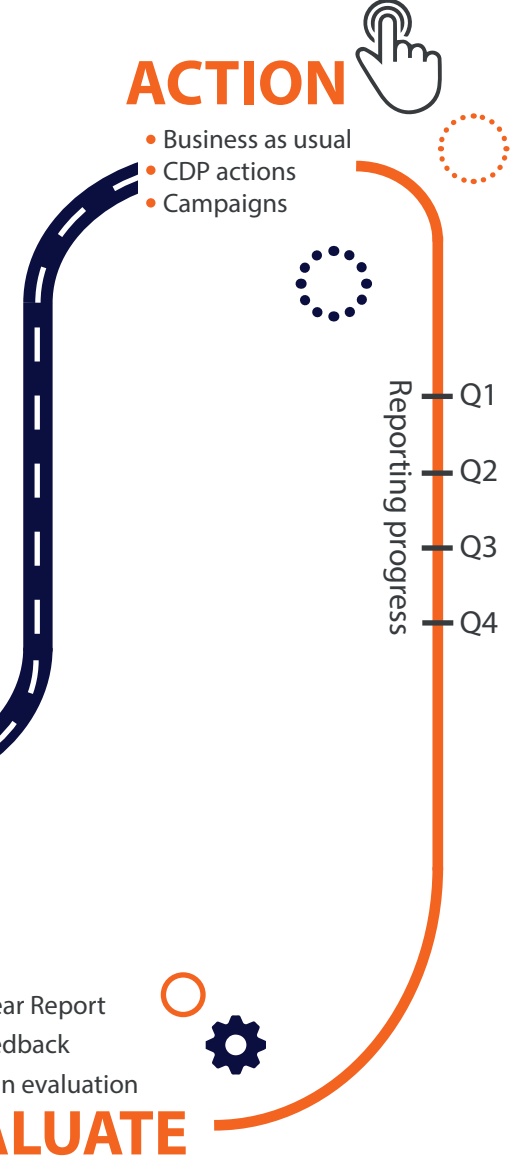
CORPORATE PORTFOLIO

- People
- Place
- Journey to Self Sufficiency
- Customer First



ACTION

- Business as usual
- CDP actions
- Campaigns





Values
One council, one team

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EXTRACT of the MINUTES of a meeting of the POLICY DEVELOPMENT GROUP held in the Council Chamber, Council Offices, Coalville on WEDNESDAY, 19 SEPTEMBER 2018

Present: Councillor M Specht (Chairman)

Councillors R Ashman, N Clarke, T Eynon, P Purver, V Richichi, A C Saffell, S Sheahan and N Smith

In Attendance: Councillors J Geary, R Johnson and J Legrys.

Portfolio Holders: Councillors A V Smith MBE

Officers: Mr J Bright, Mr M Fiander, Mr G Jones, Mr M Murphy, Mr P Sanders, Mr T Shardlow, Ms K Smith (SLC Rail) and Mrs R Wallace.

16. DRAFT COMMERCIAL STRATEGY

The Director of Housing and Customer Services presented the report to Members, drawing attention to the fact that the deficit figures within the report were continuing to change for the better and would be up dated when presented to Cabinet on 9 October.

In response to a question regarding trade waste collections, the Head of Community Services explained this related to private businesses within the District, not council owned premises. He added that this was an area that was currently being reviewed as there were many more businesses that could be targeted.

Councillor N Clarke commented that the car parking charges were not included within the list of council income. The Director of Housing and Customer Services acknowledged this and it would be included in the report to Cabinet.

Councillor N Clarke was disappointed that the commercial values did not include the accountability to the tax payer as he felt this was an important part of a local authority. The Director of Housing and Customer Services explained that the values were in line with the current Council values but these were currently being reviewed, so there could be a change in the near future.

Councillor N Clarke asked if there was a 'plan b' in the event that the commercial approach did not provide the income required. Other Councils have had to cut services and make redundancies, and he was concerned this would be the case for North West Leicestershire. The Director of Housing and Customer Services responded that the Council was currently in a strong financial position and did not need to cut services in the near future. However, taking action to raise income now would help protect services going forward.

Councillor A C Saffell commented that other Councils had gained income by selling their grounds maintenance services to local businesses and selling the products and supplies they do not use to local people. He suggested this be looked at for another income stream.

Councillor R Ashman concurred with Councillor A C Saffell and believed that was a good suggestion. He believed that the reason other Councils have had to cut services was because they had buried their heads in the sand but as North West Leicestershire were very forward thinking financially, he was hopeful that cutting services would not prove necessary.

In response to a question from Councillor V Richichi, the Director of Housing and Customer Services reported that new businesses locating to the district in the near future

had been taken into account when forecasting the council's income and business rates was an area that was very successful.

Councillor S Sheahan felt that it was important to monitor the commercial income closely over the coming years as the levels being received may not be the same from year to year. He added that it was essential to keep the primary focus on providing services for the local people and not get carried away with the commercial aspect of the authority. The Director of Housing and Customer Services agreed that it was important to monitor income closely and he assured Members that the Council's ethos regarding serving the public would not change.

It was moved by Councillor M Specht, seconded by Councillor R Ashman and

RESOLVED THAT:

Comments made by the Committee be provided to Cabinet when considering the report on 9 October 2018.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 9.23 pm

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY 9 OCTOBER 2018

Report Title	2018/19 QUARTER 1 PERFORMANCE MANAGEMENT REPORT
Key Decision	a) Financial - No b) Community - No
Contacts	Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk Chief Executive 01530 454500 bev.smith@nwleicestershire.gov.uk Strategic Director of Place 01530 454555 james.arnold@nwleicestershire.gov.uk Strategic of Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk
Purpose of report	The report provides members of the Cabinet with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for quarter 1 (Q1) (Apr-June 2018).
Reason for Decision	The report is provided for members to effectively monitor the organisation's performance.
Council Priorities	The report addresses performance against each of the Council's five priorities for 2018/19.
Implications	
Financial/Staff	The report contains summary performance data on staff management and financial information.
Link to relevant CAT	The report links to the work of all Corporate Action Teams.
Risk Management	Risk management is applicable to all areas of the Council's statutory duties and service provision. Any relevant risks relating to actions set out in the Council Delivery Plan are managed through the Corporate Risk Register.
Human Rights	No direct implications.

Transformational Government	No direct implications
Comments of Head of Paid Service	The report is satisfactory.
Comments of Section 151 Officer	The report is satisfactory.
Comments of Monitoring Officer	The report is satisfactory.
Consultees	Corporate Leadership Team
Background papers	Council Delivery Plan 2018-2019
Recommendations	THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 1 PERFORMANCE REPORT (APRIL– JUNE 2018).

PERFORMANCE SUMMARY FOR QUARTER 1

1 Introduction

1.1 The Planning and Performance Management framework helps the Council

- Clearly articulate our priorities and desired outcomes
- Prioritise what gets done within the resources available
- Provides and demonstrates value for money
- Provide good services and satisfaction for our local community
- Improves organisational performance
- Motivate and manage our staff

1.2 Its purpose is to deliver the best outcomes and service in relation to our priorities and statutory responsibilities within available resources, and to create an 'early warning system; where this is not the case. To do this we need to be intelligence focused and take action in response to actual performance to make outcomes better that they would otherwise be.

1.3 Performance is managed at a strategic, service, operational and individual level, with each informing the other.

1.4 At a strategic level, Members and the Corporate Leadership team need to ensure that services are provided meeting the needs of the community, both now and in the future. Members and the leadership team also need to ensure that there are appropriate and meaningful measures underpinning our vision and objectives so that they can be assured that we are making good progress towards our vision, priorities and objectives published in our Corporate Plan.

- 1.5 At a service level, Heads of Service need to monitor performance against service plans. These include all tasks, projects, measures and risks relating to their own service objectives and from any other source, e.g. external inspectorate recommendations such as the planning peer review and internal audit recommendations etc.
- 1.6 At an operational level, individual work plans may be in place to monitor and report on team and individual performance to feed up into the service plans. This then informs individual performance appraisals.
- 1.7 Performance is monitored against our five Corporate priorities
- Value For Money
 - Home and Communities
 - Building Confidence in Coalville
 - Business and Jobs
 - Green Footprints
- 1.8 The quarterly performance reports will seek to recognise good performance, share best practice across the organisation and also to identify 'performance gaps' highlighting if and where action is required to meet targets. Once these gaps are identified, time bound intervention plans will be created or adapted to improve performance towards the target. This will be part of a continual cycle of review and action.

2 Review of Performance Measures

- 2.1 During the autumn there will be a review of the current performance measures and use of benchmarking data in conjunction with the development of an organisational development plan which will ensure that the council is continuously challenging and improving its performance. This will be presented to members alongside quarter 2 performance.

3 Summary of Performance Quarter 1

- 3.1 This report sets out the performance and progress against the Council Delivery Plan priority actions, performance indicators, and finance and sickness absence management.
- 3.2 A high level exception report of the Council's performance for Q1 is included in Appendix 1.

4 VALUE FOR MONEY

- 4.1 Six of the seven actions are on track or within tolerance to achieve the milestones set with some good progress in financial management and the delivery of the leisure services project. One action has fallen below target, that of customer satisfaction levels. The recognition of the need to improve the approach the council takes to its customers was reflected in the corporate restructure and the creation of a new Head of Customer Service post, with progress detailed below.
- 4.2 The performance indicators show out of 17 indicators, 13 are on target or within tolerance and again the five that are falling below target, one related to leisure income and four are related to Customer Service.
- 4.3 Intervention plans for the Leisure Income and Customer Service targets are attached as Appendices A and D.

5 Customer Service

5.1 The 2018/19 Council Delivery Plan, under the Value for Money theme, confirms the Council's commitment to placing customers at the heart of the organisation, linking to the points '*right service, right time, right price*'.

5.2 In Q1 progress has primarily focused around the appointment to a new post, the Head of Customer Services. The Head of Customer Services has the corporate responsibility to champion and raise the profile of the customer within the organisation, generating an organisational culture of customer centricity and modernising the council's approach to customer experience through the line management of the Customer Service, ICT and Digital Transformation teams. The role was successfully recruited to in Q1, with Tom Shardlow, filling the post from 11 June 2018.

5.3 The current customer experience for customers contacting North West Leicestershire is inconsistent, with significant variance across the authority, dependent on the team, channel and type of contact made. Performance for the Council's Customer Service contact centre highlights a high percentage of abandoned calls and extended wait times.

5.4 The Value for Money theme, outlines three key measures of performance in the context of Customer Service:

5.5 Start our Customer First Programme to improve our customer service.

Work has begun on the 'Customer First Programme', an initial priority being to produce a Customer Experience Strategy that will outline the Council's approach to customer service over 2018-2021. The strategy aims to place North West Leicestershire District Council's customers back at the heart of the organisation. It seeks to modernise and improve the authority's approach to customer service, through investing in material, human and technological resources in response to a rapidly changing customer expectation.

The strategy outlines the key themes of work across the authority to achieve this and is progressing through the Council's governance process, being presented to Policy Development Group in September 2018.

5.6 Give customers the ability to access at least 50 transactions online 24/7

Work in the digital transformation arena has largely been focused on the implementation of Firmstep's Achieve and Self platforms, with the associated improvement to customer and business processes. There have been various governance and management changes resulting in some challenges.

At the time of line management transfer to the Head of Customer Service, NWLDC's digitalisation programme was progressing in a phased approach of primarily Firmstep linked digitalisation.

A revised schedule of go live dates has been drafted and looks to complete phase one in December 2018.

5.7 Increase overall customer satisfaction by 10%

Corporately, customer experience or satisfaction is not consistently measured, but will form a core metric as the Customer Experience strategy is defined.

Some baseline work was completed through initial satisfaction surveys in August 2018, within Customer Services. It is also noted that several departmental areas do measure and respond to customer feedback, such as Housing, and Environmental Services. Work needs to be done to standardise the approach and measures to generate a consistent customer experience view.

6 Financial management update

- 6.1 At the end of the first quarter of the financial year the General Fund and Housing Revenue Account budgets are being managed effectively.
- 6.2 The General Fund forecast surplus outturn (as represented by the contribution to General Fund Balance) is £576k compared to a budget of £299k. This is due to a number of positive movements, with the net position being a forecast £277k additional surplus. As part of setting the annual budget on 27 February 2018, the council committed to transferring the surplus income over expenditure in 2018/19 to the Self-Sufficiency reserve. Currently, the Self-Sufficiency Reserve stands at £2.76m. As part of the Journey to Self-Sufficiency Programme and development of the council's Commercial Strategy, members will be presented with proposals to utilise this fund for investing in income generating opportunities.
- 6.3 Income in respect of Business Rates is forecast to be £4.96m compared to a budget of £4.86m. The movement on business rates is as a result of accounting differences that have a favourable impact on the level of business rates retained by the authority – this is despite an increase in the appeals provision for 2018/19 in readiness of appeals against the 2017 rating list, and a £1m forecast reduction in gross rates for the year, compared to the budgeted level stated in the council's NNDR1 return. The council retains a separate earmarked reserve of £614k as an additional provision against the financial risk of future losses arising on appeals against the 2017 rating list. This reserve has not been utilised to date and the Head of Finance will continue to monitor the need to utilise this reserve for the remainder of the year. There is forecast to be £369k of salary underspends across the General Fund, with £115k of this amount relating to the phase 1 Senior Management restructure that was approved and implemented in February 2018. Future General Fund salary savings are anticipated as a result of the phase 2 restructures across the organisation and these will be reported during Quarter 2. Other favourable movements include additional taxi licencing income of £27k, reduction in business rates payable on car parks and commercial properties of £15k and £19k, additional rental income on commercial properties of £17k, and an increase in trade refuse income and recycling income of £13k and £49k respectively.
- 6.4 On the adverse side there is an increased forecast in the Leisure Centre deficit of £68k, an increase in refuse and recycling salaries and fuel of £45k and £17k respectively, an increase of £13k for finance system software licences and increases of £29k and £12k within the benefits service for hardship payments and rent rebates.
- 6.5 Coalville Special Expenses forecast outturn remains at £527k net expenditure as per the approved budget. Similarly, the Housing Revenue Account forecast outturn surplus remains at £2.9m.

7 Leisure Income Update

- 7.1 Membership income was £45,000 below target in the first quarter. This is a factor of the poor gym offer in both leisure centres currently and the high quality of nearby gyms that are now providing superior facilities, equipment and programmes. The

Council's current dialogue procurement process will ultimately address this matter in Q1 of 2019/20

8 HOMES AND COMMUNITIES

- 8.1 All actions are showing good progress against the milestones and only one of the nine performance indicators is below target.
- 8.2 In June 2018, we were delighted to accept the handover of eight new council houses at the Nursery Fields development at Atherstone Road, Measham. The new homes were gifted to the Council as part of a s106 agreement with David Wilson Homes, and were in addition to two homes handed over in an earlier phase.
- 8.3 After the award of a construction contract by the Council to Westleigh Developments, the former police station on Ashby Road, Coalville was demolished. Groundworks then began and this site will see 24 council owned homes for rent, with the first completions by March / April 2019.
- 8.4 The Council also acquired the site of the old Coked Hat site on Cropston Drive, Greenhill and will now be able to regenerate this derelict piece of land in a prominent location. Subject to planning, NWLDC is hoping to build 10 – 12 homes on this site and a smaller adjacent site, and ground investigation works are currently being carried out.
- 8.5 Whilst the total number of new affordable homes delivered across the district in the first quarter was below target, this temporary shortfall was due to the timing of new properties being handed over, including a delay to ten new council properties at Linford Crescent, Coalville due to problems with the installation of utilities.
- 8.6 Rental income continues to be maximised through the efficient reletting of empty homes. The average turnaround time at quarter end was 29 days, a slight reduction from the 30 days out-turn for 2017/18. The target for year end of 2018/19 is a challenging 25 days and further improvement is expected in quarter 2 to ensure progress towards meeting this target is maintained.
- 8.7 Good performance on turning around empty homes also ensured that our rent loss performance exceeded the target, coming in at 0.9% against a 1% target (reduced from a 1.2% target the previous year).
- 8.8 Quarter 1 saw the continuation of our Air Source Heat Pump programme which will see the replacement by Everwarm of all solid fuel systems across the Council's housing stock. An upgraded specification to also include an electric fire as an option to retain the fireplace / hearth was agreed, and work proceeded at St Matthews Avenue, Wornington.
- 8.9 A new Pay and Productivity Agreement was signed with craft operatives in our Internal Repairs Team, covering pay and terms and conditions. This will help build on recent increases in productivity and flexibility by our operatives, and allow the repairs service to move several existing operatives from temporary (agency) contracts into permanent roles.
- 8.10 With the in-house repairs team now completing works under our Homes Improvement Programme (formerly Decent Homes), the new agreement will also allow the expansion of the team to deliver up to £19m worth of works between 2018/19 and 2022/23.
- 8.11 Other items of note in the first quarter were a 100% performance on gas servicing with all gas checks up to date, a new materials supplier (Travis Perkins) for our

supply chain was put in place, and parking improvement works at Cropston Drive and Hamilton Road, Greenhill were completed resulting in over 20 new parking spaces for residents. Tenders for the refurbishment of the corporate CCTV control room were returned and are currently being considered. It is planned to relocate the CCTV control room to the council offices (from the Belvoir Centre), and suitable space has been identified, which will require new cabling to be installed.

9 BUILDING CONFIDENCE IN COALVILLE

- 9.1 All five actions are on target or within tolerance to deliver against the milestones set, however the performance indicator relating to businesses engaged in the shop grant scheme and the number of grants awarded has fallen short in quarter 1 of the target. An intervention plan for this indicator has been developed and is set out in Appendices B and C.
- 9.2 Work is progressing well on the key regeneration projects for Coalville, including the market redevelopment, Marlborough square, and building of new homes at the Old Police station site and the progress on redeveloping the bus station.
- 9.3 Enterprising Town Centres grants - In Q1 Bella Rose Boutique in Ashby were supported and secured a grant award through the Council's Enterprising Town Centre grant programme. The investment will help the business move into larger premises in Ashby and purchase new operational equipment. Publicity visits were also held with other grant recipients Zamani's in Ashby and Insomnia in Coalville.
- 9.4 Business Focus have also supported grant recipient Mmm Bread and Moonstone Magic to relocate from Coalville market into a vacant retail unit on Hotel Street in Coalville. The move will see the business increase its trading space, increase trading hours, introduce a new tea room café/deli and begin trading 6 days a week.
- 9.5 Arriva Bus Depot - Business Focus continue to work with the owner of the former bus depot on Ashby Road to deliver the regeneration project to convert the derelict building into an active commercial property. In Q1 works restarted onsite. Once building and fitting out works have been completed, Desirable Car will relocate their headquarters to Coalville.

10 BUSINESS AND JOBS

- 10.1 All five actions are on target or within tolerance to deliver against the milestones set and all performance indicators above target.
- 10.2 Construction skills workshop - In Q1, Business Focus, in Partnership with Hinckley & Bosworth Borough Council and the Construction Industry Training Board (CITB), delivered a workshop to support local construction companies. The event provided businesses with details of shared apprenticeships opportunities, advice on accessing grant funding and on how to increase business exposure to emerging construction contracts across the region.
- 10.3 East Midlands Gateway Segro Logistics Park - Business Focus are leading a project with the Leicester and Leicestershire Enterprise Partnership, Leicestershire County Council, Stephenson College and the Job Centre Plus to compile a soft landing package of support for future occupiers at the East Midlands Gateway Segro Logistics Park. In Q1 Business Focus met with three business relocating to the Park to discuss their immediate and long term skills and recruitment needs, and to

collaborate on promoting logistics as a progressive career path for schools, colleges and graduates.

- 10.4 Start your own Business Event - In Q1, Business Focus worked with the LLEP, Coalville Job Centre, Leicestershire County Council, Stephenson College and the Princes Trust to deliver a Starting Your Own Business event in Coalville. Fifteen delegates attended the event and feedback suggested 100% satisfaction. As an outcome, a series of detailed business support workshops will be scheduled for later in 2018.
- 10.5 HS2 - Business Focus continue to keep in contact with all of the businesses that are adversely impacted by the HS2 route. Impacted businesses were contacted in Q1 to offer advice on alternative commercial premises and to promote the HS2 information days being held in North West Leicestershire in June and July.
- 10.6 Enterprising North West Leicestershire – Business Focus are supporting FC Cartons in Castle Donington as part of their business growth plans. The business had outgrown the capacity of their existing premises in Castle Donington but were keen to stay local. FC Cartons have now consolidated their operations into a new 20,000sq.ft. unit on Langham Park in Castle Donington. The relocation will enable the increase efficiencies with increased space to develop the business and accommodate new jobs.
- 10.7 Digital High Streets workshops – In Q1 the Business Focus team commissioned Clockwork City to deliver a programme of hands on digital training for town centre businesses in our six retail centres. The workshops have been funded entirely by the LLEP and Leicestershire County Council. The intensive four day programme was delivered twice, once in Coalville and once in Ashby. In total there are 23 delegates from 19 retail business from across our towns enrolled on the programme and each business received a focused 1:2:1 session. Feedback from businesses has been incredibly positive and as a result a substantial waiting list has been created for businesses who want the programme to be re-run. Business Focus are looking to relaunch the programme again later in the year.

11 GREEN FOOTPRINTS

- 11.1 All actions and performance indicators above target or within tolerances with good progress being made on the development of a recycling strategy and fly tipping campaign.
- 11.2 Recycling strategy – this has been branded 'Recycle More'. Officers have met with Parishes and a report is being presented to PDG in September. We are currently at the data gathering stage which will help form the baseline to the strategy.
- 11.3 Good media coverage of the Countywide fly tipping campaign was obtained. The Environmental Protection team have been using social media to raise awareness of fly tipping, littering and dog fouling enforcement work. Social media was also used to cover the work of the team at the Download event in June 2018.

12 Sickness absence management update


- 12.1 In Q1 there were 1079 FTE days lost due to sickness - the equivalent of 2.39 days per FTE. This is 0.40 FTE/day higher in comparison with the same period last year.
- 12.2 Our annual target is 8.5 days per FTE for the full year, so if this level of sickness is replicated in the remaining quarters, the end of year figure will be 9.56 days lost per FTE.

- 12.3 Legal & Support Services (2.11 days/FTE), Community Services (3.08 days/FTE) and Customer Services (4.23 days/FTE) were the sections with the highest levels of sickness in the quarter.
- 12.4 73% of all sickness was long term sickness (10 days or more) while 27% was short term ad-hoc sickness.
- 12.5 In comparison with Q1 2017/18 there were notable increases in sickness in the Waste Services and Leisure services teams, while further analysis shows that sickness in Leisure services was inflated by long term sickness.
- 12.6 Waste services had twelve employees on long term sickness during the quarter. Eight of the twelve have now returned to work, one is due to return on a phased basis and two are in the process of leaving the Authority. One employee remained on long term absence at the end of the quarter.
- 12.7 There were 600 FTE days lost due to musculoskeletal an Operation/post op recovery (55% of all sicknesses), over 70% of this occurred in Waste Services and was mainly due to long term sickness.
- 12.8 The Senior HR Advisors are working with the team managers to manage all long term sick employees back to work. During the quarter across the Council three employees were returning from long term absence employees on phased returns or amended duties, while a further eleven employees on long term sickness were being managed to a situation where they left, or were due to leave, the Council's employment through resignation, ill health retirement or contract termination.
13. This performance report was considered by the Policy Development Group at its meeting on 19 September 2018. The comments are attached at Appendix 2 of this report, and further information has been added to this version of the report to provide further explanation and corrections/updates as required.

14 Priority Dashboards - Appendix 1


- 14.1 Appendix 1 sets out the following items:
- Detailed statistics of CDP actions and performance indicators
 - Details of actions plans where indicators are red
 - Finance
 - Management of Absence
 - Customer Service Call Centre Statistics

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)



15 Corporate Risk Register - Appendix 2



















- 15.1 Please find attached for Cabinet's information the latest version of the Corporate Risk Register at Appendix 2. The inclusion of two new corporate risks is being considered by Audit and Governance Committee on 10 October 2018 and an updated register will be provided to Cabinet as part of the Quarter 2 performance report.

2 PERFORMANCE DASHBOARD – VALUE FOR MONEY

Progress against CDP milestones			Progress against CDP Performance Indicators		
3  Green	3  Amber	1  Red	7  Green	5  Amber	5  Red




Action	Update	Status
Delivery of the Leisure Project. Procure a new contractual partnership with an external leisure provider to build a new leisure centre in Coalville and make improvements to Ashby Leisure Centre	Competitive dialogue has commenced with the 4 potential contractors. This will continue to take place until the 20th July deadline when detailed bids will thereafter be assessed, and the contractors will be shortlisted down to 2 or possibly 3 bidders to take through to the next stage of procurement.	
The Council's financial resources are aligned with its priorities and the council achieves self-sufficiency	Consultation with services areas will be undertaken by Finance Business Partners as part of the Period 3 Finance Clinics. Training on finance business partnering scheduled for the 5 July 2018 and a second session on the 7 September 2018. Quarterly performance reports to CLT and Cabinet on target for Q1.	
Placing customer at the heart of the organisation.	The cultural change to achieve this is only just beginning. Current work is focused around the production of the Customer Experience Strategy, which will underpin this change. The customer experience for customers contacting North West Leicestershire in Q1 2018/19 is variable with significant variance across the authority, dependent on the team, channel and type of contact made. Performance for the Council's Customer Service contact centre highlights a high percentage of abandoned calls and extended wait times.	
Start our Customer First Programme to improve our customer service.	Some initial work has been done such as recruiting the Head of Customer Services and the initial drafting of the Customer Experience Strategy. However this programme is not yet fully mobilised.	
Give customers the ability to access at least 50 transactions online 24/7.	This metric has technically been achieved, however online transactions have been delivered in the absence of proper customer experience consideration and therefore are unlikely to lead to significant changes in customer behaviour. A new work stream within the Digital Transformation programme will begin from September 2018 to review and improve the customer journey. It is	

	recommended that this action is linked back to customer behaviour as a % of migration to online services, to measure value for money.	
Increase overall customer satisfaction by 10%.	Customer experience is not currently measured across the organisation in a consistent way and as a result there is not a single view of satisfaction levels. This will form a core metric of the Customer Experience strategy as it is defined.	
To promote the chargeable service offered by Waste Services	Special collections are going well although these have not been actively promoted due to staff performance issues which are in the process of being resolved. Trade services are to commence plastic collections in chargeable bins, and officers are contacting current customers regarding the change.	

Performance Indicators	Q1 Target	Q1 Actual	Status
Combined benefits performance - time taken to process new claims and changes in circumstances in average days.	11	8.8	
Processing of new claims – time between application and confirmation of award in average days.	16.9	17.3	
Processing of change of circumstances - the time it takes from receiving a notification of changes to the date of a revised award in average days.	10.3	7.8	
Council Tax in year collection rate	28.6%	28.7%	
Non-domestic rates in year collection rate	29%	29%	
HB overpayments collection rate – the percentage of outstanding overpayments collected as a percentage of the total amount outstanding.	11%	10%	
Percentage of customers very satisfied or satisfied with the Planning Service	90%	91%	
Percentage of major planning applications determined within 13 weeks or a timetable agreed with the applicant	85%	76.20%	
Percentage of minor planning applications processed within 8 weeks or a timetable agreed with the applicant	85%	72.83%	
Percentage of other planning applications determined within 8 weeks or a timetable agreed with the applicant	85%	85.24%	
Leisure Centre Membership income	£249,212	£204,236	
Leisure Facility Usage Levels (cumulative)	229,500	248,989	
Start our Customer First Programme to improve our customer service	Started	Initial work	
Give customers the ability to access at least 50 transactions online 24/7	50 transactions online	52	
Increase overall customer satisfaction by 10%	Not set	Not measured	
Rate of abandonment – the number of customer phone calls that hang up before they can be answered.	N/A – not set	8,080	
Average wait time – the length of time on average that a customer has to wait before their phone call is answered.	N/A – not set	00:03:06	
Average queue time – the length of time on average that a visitor has to wait before they are seen.	N/A – not set	00:10:30	

2 PERFORMANCE DASHBOARD – HOMES AND COMMUNITIES





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


Action	Update	Status
Develop a Health and Wellbeing Strategy - the wellbeing of people in North West Leicestershire is improved	KKP, the council's consultants, have had meetings with Team Managers from various services including Environmental Protection, Safer and Stronger Communities, Planning, Cultural Services, Environmental Health and Housing. It is anticipated that, following the production of the strategy, these services will form the cross service group to drive forward the agenda once the strategy has been adopted.	
Refurbish the CCTV system – Modernise Coalville CCTV to tackle anti-social behaviour	In order to complete the tender evaluation process, some further questions requiring clarification have been sent out to all potential providers.	
To devise and publish and implement a statement of licensing policy to reduce crime and improve public safety	Existing policy has been reviewed and a revised draft devised. A consultation process has commenced.	

Performance Indicators	Q1 Target	Q1 Actual	Status
Percentage rent arrears of current tenants	2.29%	2.2%	😊
Percentage of rent loss	1.1%	0.9%	😊
Percentage of tenants satisfied with the allocation and lettings process	95%	No update	-
Average re-let times (days)	30	28	😊
Number of properties empty and unavailable	1% (43 properties)	1% (43 properties)	😊
Percentage of customers satisfied with the repairs service (from 239 completed surveys representing 10% of completed jobs)	98%	100%	😊
Percentage of all repairs completed within target	87%	96%	😊
Average length of time taken to repair empty homes to achieve the lettable standard	25 days	25 days	😊
Number of new affordable homes delivered (Annual target 100)	50	36	😞

2 PERFORMANCE DASHBOARD – BUILDING CONFIDENCE IN COALVILLE







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




Action	Update	Status
To deliver programmes that enhance the district's unique town centres and make the town attractive to residents and developers	<p>Business Focus are currently conducting a mid-point evaluation of the Coalville Frontages scheme. It is intended that the evaluation will provide a statistical overview of the programme to date and also identifies ways the scheme delivery can be improved and encourage further applications. In addition, grant applications are still being developed on behalf of five shop fronts in the town centre. In June 2018 grant assisted works began at 50 High Street in Coalville (Kats Antiques).</p> <p>Business Focus, working with the Procurement and Commissioning Officer, have completed a procurement exercise to shortlist and appoint InTechnology Wi-Fi to deliver free to access Wi-Fi in both Ashby and Coalville town centres.</p> <p>As part of the successful tender, InTechnology will provide a robust Wi-Fi system and also a new reliable footfall counting mechanism for both Ashby and Coalville. Works are anticipated to be completed in Ashby by Autumn 2018.</p>	
Establish and maintain an events programme in our public spaces, including the redesigned Marlborough Square	Engagement continues with the project management team for the Marlborough Square refurbishment regarding the placement of facilities to support events. Detailed event planning is not progressing at present due to uncertainty around timescales, and this work will be progressed in due course in liaison with the Environment Protection service area.	
Public realm improvements for Ashby Road, Coalville	This is being programmed for implementation after 1 st April 2019 in order to avoid multiple road closures in Coalville Town Centre associated with the Marlborough Square work.	
Public realm improvements for Marlborough Square	This is now being managed by a Project Officer employed by the Council and reporting direct to the Head of Economic Regeneration and work is programmed to commence in early October and complete in spring 2019.	

To deliver programmes that support SME businesses and entrepreneurial activity in our towns	No new grant awards were made in June 2018. The grant scheme has closed to new applicants to allow the Business Focus team to review the availability of funds. A decision as to whether the scheme will reopen for grant applications will likely be made in the Summer. Also in June, Stage 1 monitoring and publicity visits were undertaken with successful grant recipients Alma's Café and Insomnia both based in Coalville town centre. No new Enterprising Town Centre workshops were delivered in June. Throughout Quarter 1 a total of seven business workshops were held with over 72 businesses delegates attending. The Enterprising Town Centres programme in May and June saw a total of 8 two hour 1:2:1s take place with eligible local businesses.	
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Performance Indicators	Q1 Target	Q1 Actual	Status
Impact of Coalville shop fronts	10	8	
- Number of businesses engaged (Annual target 40)	2	0	
- Number of grant awards (Annual target 8)	-	0	
- Value of grant awards	N/A	N/A	
- Private sector leverage			

2 PERFORMANCE DASHBOARD – BUSINESS AND JOBS

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






Action	Update	Status
Develop a tourism strategy that promotes, encourages and enhances the visitor experience	The NWL Tourism Blueprint and Action Plan has been signed off by members of the NWL Tourism Partnership Board. This will be included as part of the wider consultation through the development of the tourism strategy.	
Increase numbers of people attending events in our district year on year	There has been active social media activity to promote many NW Leicestershire events in April, May and June. High priority has been given to district council organised and supported events, notably Music in the Park, Picnic in the Park and Ashby de la Zouch Arts Festival. Picnic in the Park this year attracted very high Facebook and Twitter activity.	
To facilitate and deliver programmes that support businesses to grow	<p>Business Focus have supported 41 businesses in Q1. In June the Portfolio Holder was invited to visit successful grant recipients Zamani, Fuel Café and Insomnia who have all demonstrated growth following receipt of an Enterprising Town Centre grant. In addition, the portfolio holder has been invited to attend a meeting with construction companies across the district and region as part of a support workshop for the construction sector. The workshop is being delivered jointly by North West Leicestershire District Council (NWLDC), Hinckley and Bosworth Borough Council (HBBC) and the Construction Industry Training Board (CITB).</p> <p>Work has also begun to review and update the top 200 business by turnover following the publication of the latest performance data from De Montfort University. The first joint service meeting took place with 'Number 22', a growing business who have been supported to relocate from Coalville Market into a larger retail unit in Coalville Town Centre.</p> <p>The Business Champions and Green Footprints have been reviewed to ensure they are still active as businesses contacts and are disseminating messages through their own business networks. A number of new Champions have been</p>	

	added to the Champions list to help expand the Council's engagement with local businesses and wider business networks. Six briefings were issued through the Champions in Q1.	
To deliver regulatory services in a way that supports business growth	A number of businesses showing indications of growth have been identified. Joint visits have been made to Zamani Restaurant and No22, High Street in Coalville.	☹️
Develop an options appraisal for the future development of the Moira Furnace site	Work on this initiative continues with Q1 focussing on the building improvements programme. Work has commenced on the options appraisal brief through researching previous studies and collating this information. Discussions have taken place with relevant partners.	😊

Performance Indicators	Q1 Target	Q1 Actual	Status
Number of business enquiries received and support (Establish baseline and method of reporting)	40	41	😊
Level of inward investment in NWL (Establish baseline and method of reporting)			
- Number of businesses (Annual target 12)	3	12	😊
- Approx. £ value investment £544,211,000.00			
Impact of Enterprising Town Centres			
- Number of businesses engaged (80)	20	80	😊
- Number of businesses supported (60)	15	82	😊
- Number of grant awards	N/A	2	
- Value of grant awards	N/A	£9,999	
- Private sector leverage	N/A	£25,043	

2 PERFORMANCE DASHBOARD – GREEN FOOTPRINTS

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

Action	Update	Status
Work with Highways England on their network in our district to reduce fly tipping	Contact with Highways England has resulted in a Fly Tipping Launch to take place on 15th August at Donington Services 12-2pm Cllr Smith invited. Working with Street Cleansing Team to replicate a fly tip.	
Carry out a feasibility study for introducing electric vehicle charging points in Council owned Car Parks	Feasibility completed and a pilot is being developed for Ashby Cultural quarter car park with a target of March 2019 to agree preferred provider. Discussions will be held with providers to identify the most suitable delivery option for an initial two charging points during Q2. Timescale for delivery subject to detailed discussions with providers and cost analysis.	
Be a key stakeholder in the All Party Parliamentary Group litter strategy for North West Leicestershire – through engagement with haulage companies and snack wagons to raise awareness of roadside litter and aim to reduce it	Work commenced with the three main hauliers with project on track to deliver communication plans during ‘Love your Lorry week’ in September.	
Replace solid fuel heating systems in council owned homes with Air Source Heat Pumps (ASHP)	18/19 is the first year of a 3 year programme to replace coal heating systems and where there is no gas, with an air source heat pump. During the first year, our aim is to install 312 new systems, giving a quarterly target of 78. During Q1 the number of systems completed was 83.	
Develop a recycling strategy that encourages more households to recycle using the kerbside collection service	A presentation was given at the recent Parish Liaison meeting. Key areas of investigation have been identified along with a project plan. The first phase of the plan is to gather data on recycling rates across the district in order to provide a starting point. PDG in September will receive an update at their September meeting.	

Service Performance Indicators	Q1 Target	Q1 Actual	Status
Percentage of household waste recycled	46.25	53.62	😊
Kgs of household waste sent to landfill per household (Annual target 510)*	511.5	122	😊
Number of homes where ASHPs installed (Annual target 312)	78	83	😊

*increases in residual waste as a result of improved economy are expected. A trend, which does not result in an increase in waste to landfill, is considered good performance. NWLDC's waste to landfill is the highest in Leicestershire and is attributed in part to high number of households still on solid fuel heating owing to the free coal subsidy in the district. However, NWLDC recycles more waste per household than Melton BC, Charnwood, and Oadby & Wigston. NWLDC collects the second highest tonnage of total household waste behind Harborough DC.

3 FINANCE UPDATE

This section sets out the projected financial position of the Council for the quarter ending 1 July 2018. The Council set its General Fund Revenue Budget at £13,502,753 and the Housing Revenue Account budgeted surplus of £2,946,140 on 27 February 2018.

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).	13,503	13,599	(96)

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).	527	527	0

HRA SUMMARY	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
Net cost of service (Total rent income less total expenditure)	(2,946)	(2,946)	0

Capital Expenditure	General Fund £ 000	Special Expenses £	HRA £ 000	Total
Approved Budget for the Year	3,137	50	10,085	13,272
C/F from 2016/17	2,071	0	1,730	3,801
Approved projects in year	965	6	0	971
Slippage Identified in Year		0	0	0
Total budget for 2017/18	6,173	56	11,815	18,044
Likely outturn for 2017/18 (provisional)	6,176	56	11,815	18,047
Variance	3	0	0	3

Comments on General Fund Variances

- £277k net increase in the contribution to General Fund balance as a result of:
 - £115k salary savings across the General Fund as a result of implementation of Phase 1 restructure
 - £254k of other salary savings across the organisation
 - Additional rental income of £17k and a reduction in NDR rates of £19k associated with the council's commercial property
 - Additional taxi licencing income of £27k
 - Increased hardship payments of £29k and rent rebates £12k
 - Increased annual cost of finance system licences £13k
 - Increase in the projected net deficit of the Leisure Centres of £68k and increase
 - Increased costs due to Sports Action Plans £26k
 - Reduced NDR payable on car parks £15k and reduced car parking income £38k
 - Increase in trade refuse income of £13k
 - Increase in refuse and recycling in respect of salaries of £45k and fuel £17k offset by an increase in recycling income of £49k
 - £96k favourable movement in anticipated Business Rate income as a result of accounting differences in the way that business rates are distributed to preceptors and central Government.

Comments on Special Expenses Variances

- None

Comments on HRA Variances

- None

Comments on Capital Budget

- All carry forward amounts have been incorporated into the General Fund (£2.07m) and HRA Capital Programmes (£1.7m)
- The approved projects in year net figure of £0.97m consists of:
 - Inclusion of the Marlborough Square scheme into the capital programme (+ £1.1m funded by EMR)
 - A review of the Fleet replacement programme has identified a net overspend (+ £22k funded from the Transport Account)
 - Expenditure in 2017/18 of a revenue element of the DFG scheme reduced the carry forward reported in the capital programme (-£53k EMR)
 - Hood Park LC car park Ashby – resurfacing: Scheme identified as no longer required and reflected in underspends (-£15k Unsupported Borrowing)
 - Linden Way Depot Workshop Extension (for 8 wheelers): Scheme identified as no longer required and reflected in underspends (-£90k Unsupported Borrowing)
 - Owen Street – Football Floodlights: Increase in expenditure identified (+ £6k to be met by S106 funding)

4 MANAGEMENT OF ABSENCE

Quarter 1	Chief Exec	Community Services	Customer Services	Economic Development	Finance	Housing Services	HR&OD	Legal & Support Services	Reg & Planning	All Directorates
Sickness days lost	0 long 0 short	538.28 long 114.85 short	164.07 long 39.3 short	0 long 16 short	0 long 10.14 short	25.31 long 58.52 short	0 long 4 short	57.5 long 32.41 short	0 long 19.25 short	786.17 long 294.37 short
Total days lost in qtr	0	653.13	203.37	16	10.14	83.83	4	89.91	19.25	1079.63
Number of FTE's	12.65	212.25	48.09	11.29	10.00	85.76	6.19	42.57	22.71	451.59
Average no of days lost per FTE	0	3.08	4.23	1.42	1.01	0.98	0.65	2.11	0.85	2.39

5 CUSTOMER SERVICE CALL CENTRE STATISTICS – QUARTER 1

	Apr 17/18	Apr 18/19	+/-	May 17/18	May 18/19	+/-	Jun 17/18	Jun 18/19	+/-	Total 17/18	Total 18/19	+/-
Received*	8923	10427	1504	8284	7871	-413	9586	9639	53	26793	27937	1144
Answered	6512	6353	-159	5874	5695	-179	7380	6740	-640	19766	18788	-978
Answered in 30 secs	3096	2415	-681	2445	2129	-316	2913	1887	-1026	8454	6431	-2023
Answered in 60 secs	3490	2712	-778	2772	2386	-386	3318	2242	-1076	9580	7340	-2518
Abandoned**	2373	3233	860	2316	2057	-259	2106	2790	684	6795	8080	1285
Rejected***	38	417	379	94	119	25	92	109	17	224	645	421
										Average 17/18	Average 18/19	
Handling Time	04:49	04:43	-00:06	05:05	04:48	-00:57	04:43	04:49	+00:06	04:52	04:47	-00:05

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There are 30 dual way phone lines council wide

* Calls received are direct to the call centre and does not include council wide or other direct calls to individual extensions.

** Calls on the holding line in the queueing system where the caller has hung up

*** Calls that are not able to access the holding line where the system has rejected the call due to no free lines

The high volume of calls received in April 2018 was due to Council Tax Annual Bills sent out in March with a due date of 1st of month. Due to the early Easter break, the first working day back for customers to contact us was 3 April and therefore this increased the number of calls to Customer Services regarding customers wishing to pay.

In addition, a Council Tax reminder was sent on 25 April for those still owing for the April payment, advising that the payment due on 1 May would also be required, causing an increase of calls on 30 April. This was a message sent in error.

The new Head of Customer Services, has now joined the business and will be looking at the Customer Service team, performance and supporting improvements as a priority area of his work.

Appendix A – Shop Frontage Improvement Scheme

INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS - Shop Frontage Improvement Scheme

Reference No.		Description	Building confidence in Coalville – shop frontage improvements (companies engaged)														
Lead Officer	Mark Fiander		Date Plan Completed	5.9.18													
Performance Out-turn	2015/16					2016/17					2017/18						
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year		
Overall Measure	Target																
	Actual																
Explanation of Current Performance	8 companies against a target of 10 have been engaged in Q1 in relation to shop front grants. This is because the scheme has not been actively promoted to enable a review of processes to take place. This review has sought to ensure that companies are provided with a high quality service and has identified the need for a number of small changes. These changes are being put in place so that, subject to member approval, the scheme can be relaunched in early 2019.																
Interventions in the last 3 months and evaluation of impact	Scheme halted to enable review (but with the three applications that had already been submitted being considered via the existing process to avoid delaying them)																

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

	Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
1	Complete changes to scheme processes	Complete changes to scheme processes	Dec. '18	Business Focus	Internal staff resource	Lack of staff resource	Prioritise work	Business Focus work plan updates to HoS.
2	Relaunch scheme	Relaunch scheme	Jan. '19	Business Focus	Internal staff resource	Member approval	Consult members before finalising scheme	Member approval followed by quarterly reports

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Appendix B

INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS – Customer Service Performance

<p>Explanation of Current Performance</p>	<p>Customer Service Team Performance</p> <p>Work within the Customer Service area for the first quarter has been limited, in the absence of a dedicated corporate lead. The level of performance experienced in Q1 is typical of that of performance over recent years, with various operational and strategic barriers to performance.</p> <p>The authority’s approach and attitude towards customer service has been variable for a long time and the transition from the present state to that of a customer centric organisation, will take considerable cultural and organisational change.</p> <p>The immediate barriers to performance can be summarised around; human resource management, corporate profile and relationships and staff engagement.</p> <p>Digital Transformation</p> <p>The Head of Customer Service has spent time with the team and also reviewed the programmes management, drawing from this several identifiable barriers to success, particularly around programme controls and project management mechanisms.</p> <p style="padding-left: 40px;">In addition, although there is now a volume of processes that are available online, work is required around the associated customer journey, in ensuring that this is fit for purpose, easy to use and likely to result in customers returning to the digital channels.</p>
<p>Interventions in the last 3 months and evaluation of impact</p>	<p>Customer Services</p> <p>Thirteen quick wins have been identified by the Customer Service Management Team (CSMT) which outline immediate or short term actions that will improve customer experience. These actions are shared between head of service and operational levels, with progress against them being mapped.</p> <p>In addition, further actions have been identified:</p>

Request for Change Process:

The service is consistently impacted by changes to service area policies, procedures, new initiatives or campaigns. Unfortunately due to a lack of wider communications the notice provided to Customer Services is frequently limited, or at times, with immediate effect. In an operational environment this is difficult to respond to, particularly where maintaining performance is already a challenge. CSMT have begun to manage this via a request for change process, which offers a basic form for a service area to complete, giving detail of the intended change and appropriate notice, which will then be reviewed by CSMT before acceptance and an agreed implementation date.

Account Management and SLAs:

CSMT will identify the key stakeholders to Customer Services (waste, environment, licensing, planning, building control etc.) and establish a regular cadence of account meetings, in view of the client relationship that exists with Customer Services. These account meetings will have an initial view to standardise the provision of service and desired performance through Service Level Agreements, with a view to the maintenance of service standards going forwards.

Call Handling:

The service will introduce 'skills based routing' enabling the service to give certain call types to certain officers – i.e. enabling a new agent to only get switchboard or waste calls. Skill based routing takes the menu selection chosen by the customer when calling (i.e. option 1 for Waste), associates this call with a 'Waste Skill' and then only gives this call to the agent who has the corresponding waste skill. This will support the deployment of short term or agency resource to bolster service levels.

Digital Transformation

CLT have been asked to support a series of immediate actions to improve programme control around governance, project management, gateway management and development, with the Head of Customer Service overseeing programme management as an interim measure.

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

	Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
1	Quick wins within Customer Services have been identified and are in progress.	In progress – Started July 2018 – Delivery End Sept 2018	Tom Shardlow, CSMT	This consumes management time.	Management resource and also supplier resource availability.	This work is planned and tracked through a regular cadence of management team meetings. Where items slip they are to be re-planned.	This work is planned and tracked through a regular cadence of management team meetings.	This work will have an immediate impact on customer experience and should lead to a notable improvement in call centre performance.
2	Further improvements within Customer Service to manage; change, relationships and resource.	In progress – Started Aug 2018 – Delivery End Sept 2018	Tom Shardlow, CSMT	This consumes management time.	Management resource and also supplier resource availability.	This work is planned and tracked through a regular cadence of management team meetings. Where items slip they are to be re-planned.	This work is planned and tracked through a regular cadence of management team meetings.	This work will have an immediate impact on customer experience and should lead to a notable improvement in call centre performance.

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

	Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
3	Digital Transformation programme re planned with structure and controls introduced.	In progress - Started Aug 2018 – ongoing.	Tom Shardlow	This is a significant draw on HoS time.	There is a skills gap within the organisation to manage this.	HoS taking a leading role and DT team supported in growing capabilities. Supplier relationship also managed vigorously.	Ongoing, conference call with supplier, regular dialogue with DT. Project office function established.	This will lead to a plan that can be followed in a sequential manner, with improved quality of outputs and better use of resource.
4	Customer Experience Strategy	In draft. View to taking to PDG Sept 2019, Cabinet thereafter.	Tom Shardlow	This is a big piece of work and is balanced with competing priorities of HoS.	Slippage due to key information not being available.	Time is planned and work underway for key information sources.	Progress reported into the Strategic Director of Housing and Customer Services	This product will give a blue print for Customer Experience going forwards. This will lead to a significant change programme across the Council.

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

	Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
5	Customer Satisfaction mechanisms.	To follow Customer Experience Strategy. However short term measures are in progress to measure satisfaction with specific areas.	Tom Shardlow	Various – across the authority.	Customer Experience strategy sign off.			This will give a consistent view of satisfaction across NWDLC, enabling benchmarking and comparison of services.

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Appendix C - INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS Public realm Ashby Road

Reference No.		Description	Building confidence in Coalville – Public realm improvements for Ashby Road, Coalville														
Lead Officer		Mark Fiander	Date Plan Completed	5.9.18													
Performance Out-turn	2015/16					2016/17					2017/18						
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year		
Overall Measure	Target																
	Actual																
Explanation of Current Performance	With changes soon to be implemented at Marlborough Square and measures to improve traffic flow along the A511 in development it will be advantageous to review the outcomes of this work before preparing detailed designs for Ashby Road.																
Interventions in the last 3 months and evaluation of impact	Work on Marlborough Square has been prioritised as road works both there and at Ashby Road at the same time would significantly impact on access into Coalville town centre.																

103 INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS								
	Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
1	Design and consult	Spring '19	Leicestershire CC with NWLDC	Existing resources	Local public opposition to proposals	Adapt scheme if required following consultation	Reports to Coalville Project Board	Proposals approved by local stakeholders
2	Implement proposals	Summer '19	Leicestershire CC	Existing resources	Tenders above budget	Undertake value management if required,	Reports to Coalville Project Board	Improved traffic flow.

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Appendix D

INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS - Leisure Centre Income

Reference No.		Description	Leisure Centre Membership income														
Lead Officer		Jason Knight	Date Plan Completed	05/09/18													
Performance Out-turn		2015/16					2016/17					2017/18					
		Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	
Overall Measure	Target																
	Actual																
Explanation of Current Performance	105	<p>Hermitage and Hood Park Leisure Centre Membership income (Annual target £941,540, quarterly target £494,958) Despite significantly improved membership sales and revised budget figures closer to the end of the 2017/18 financial year, income is still falling short of target and it is not anticipated that it will recover by year end.</p> <p>Actions taken to try and improve sales and retention include the launching of revised and new membership packages in April 2018, the launching of Join at Home to allow customers to sign up online, a more targeted approach to marketing and promotions using detailed demographic data and targeting school teachers, local companies, new housing developments, and a focus on social media to generate leads including being the first council service to use Instagram.</p> <p>In addition, new fitness equipment has been purchased, fitness classes have been rebranded and new classes added to the programme, and there has been a focus on improving customer service and cleanliness within the fitness suites.</p> <p>The gyms at both centres and associated studios are suffering in competition with high quality nearby gyms in the area. The Council's current dialogue process with leisure bidders will clearly address in mid to late 2019 with Hood Park Improvements specifically and the new Coalville Leisure Centre in late 2020</p>															
Interventions in the last 3 months and evaluation of impact		<p>The net result of this is that membership levels saw an increase of 30 in Q1 as compared to a loss of 57 in the same period in 2017/18, 355 memberships were sold as compared to 245 in the same quarter the previous year.</p>															

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
<p>New Fitness Memberships - We launched new and more flexible packages and rebranded all packages to align with our main 'Active Fitness'. This was launched in April 2018. (eg Active Gym, Active 60+ etc)</p> <p align="center">106</p>	April 2018	Emma Knight	Officer time £1000 rebrand material	Migration of those on Active Memberships moving across to lower cost memberships	Class only lower cost membership saves VAT therefore minor loss if migrate over. Longer term gains of fitness members should outweigh the loss of migration.	Reporting procedures in place – daily sales reports, monthly monitoring of attrition, number of members and income.	Increase in total number of fitness members.
<p>Launched Join At Home – this gives a customer the ability to join our membership packages online, opening a new and more flexible approach to joining members.</p>	May 2018	Emma Knight / Mark Bates	Officer time One off cost of £7454 £2500 pa £1500 training	Return on investment not being achieved 12 memberships per year to realise annual return. 35 to meet one off cost.	Selling more than 10 fitness memberships online will see a return on investment, this is a target that will be met very quickly.	Daily reporting on number that join online.	Increase in sales. Transfer over to digital for the user. Reduced staff contact therefore allowing review of staffing levels in certain sections.

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
<p>Join at Home available in the leisure centres – Join at Home is currently being tested ‘on site’ by our Customer Advisor team. Once we are comfortable with the process our in house tablets will be secured in the reception area so that customers can access the system themselves and join onsite. This also allows customer advisors to bypass reception at busy times speeding up the process and giving a more slick professional feel to the member’s journey.</p>	September 2018	Emma Knight	Officer time – Training staff £1250 for tablets	Customer ability to use the system, staff reliance on the system.	Training for staff, review of process.	Monitor sales through Join at Home	Increased digital sales
<p>Recruitment - We have just recruited a new Customer Advisor meaning a full compliment. We have just recruited fitness class instructors and are going back out again to further recruitment We have recruited to contracted Health and Fitness Instructors taking on some high quality staff. We are in the process of recruiting to cover Health and Fitness Instructors.</p>	Summer 2018	Emma Knight	Officer time – Training time for new starters	New staff do not perform	Probation period	Induction/probation	Good quality staff on duty increasing customer retention levels
<p>Equipment - We added some new equipment to both Fitness Suites. Due to 3 cycles coming to the end of their life we have introduced 2 uprights to directly replace them and an Airdyne assault bike to add more variety to training at Hermitage. Also an accessible rower at each site. Not only has this helped many customers access they rower that would not otherwise have been able to, the fact that it is new and therefore very smooth and nice to use has made this a hit with most of our members. We have on order new dumbbells and kettlebells for classes as a result of customer feedback</p>	April 2018	Emma Knight	£6200 equipment cost	No return on investment	NA	Customer Feedback through feedback mechanisms	Better retention and customer satisfaction in classes.

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
Reporting - We have implemented some new reporting processes to help monitor memberships better	June 2018	Emma Knight	Officer time	NA	NA	Reports printed and submitted monthly	Improved retention / sales
Studios – We have had a real focus on the studios at each site with regards cleanliness. We have new cleaning processes in place and are due to paint in the spinning studio New equipment ordered as mentioned above.	Ongoing	Emma Knight / Adam Knight	Officer time £2500 equipment cost	Processes are not followed	Processes reinforced	Check the checker	Improved customer satisfaction and retention levels
Rebranding – fitness classes have been rebranded, new classes added to the timetable, the Health and Fitness brochure has been amended for a fresh and slick look with better descriptions grouped into class types with imagery. The fitness class web page has also had a similar, yet more radical makeover. With some high quality imagery, grouped classes, new descriptions and videos of our classes and some branded releases so the prospective customer can get a real feel of what we offer. https://www.nwleics.gov.uk/pages/fitness_classes We have had professional footage shot of our classes being used both on the web and via social media.	Summer 2018	Emma Knight	Officer Time £150 per video for professional footage	NA	NA	Check quarterly and amend info to remain up to date	More exciting and enticing look and feel. Sell more memberships, encourage repeat visits to other classes.

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
<p>Social media – A big push on our social media accounts continues in an attempt to generate leads. We have launched Instagram. We did some research showing that the majority of member’s leaving us were 18-30 years old. We noticed we had no real communication tools with this age group and launched Instagram which is the most popular platform they use. Since launching in May Hood has 249 followers and Hermitage 142. However Hermitages follower to follower ratio is much better. (hermitage only following 100 whereas Hood following over 400) Facebook was showing monthly engagements of around 1000 per month. This has continued to grow seeing Hermitage peak at over 8000 engagements and Hood peaked at over 19000 in July. This is a whole new way of communicating with our customers, and they are communicating back.</p>	ongoing	Emma Knight is the lead	<p>£500 for training</p> <p>Officer time to attend training</p> <p>Officer time to grow social media interactions</p>	That content is correct to grow the right market.	Review and amend content where applicable	Lead officer to monitor quality and report on engagement monthly/quarterly	Increased fitness membership leads and sales, digital transfer, more awareness of our centres publically, re-engage 18-30 year market.
<p>Marketing streams – leafletting targeted both using demographic or new estates, promos out to schools and teachers, continues contact with companies and reciprocal marketing, Social media, monthly offers and flash sales, aggressive marketing eg only gym to have an outdoor pool etc. In house marketing, web page rebrand membership page redesigned, Gov radio in house promoting the memberships, appeared on TV/news for pool, contacting all previous customers (in line with GDPR) for new offers, contacting all those that have left us to re-join with offers.</p>	Ongoing	Emma Knight and Business Development Manager	<p>Officer time</p> <p>£200 in leaflets</p>	That we do not reach the desired market to generate the leads required.	Further analysis and marketing	Business Development Manager and Health and Fitness Manager to monitor sales and income directly related to the marketing.	Increased lead generation and sales.

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
<p>Discount Booklet – We have liaised with a company named Concept Publishing. We are using this company to offer discounts to our fitness members to access goods/services by reputable companies. This booklet will be NWL branded and is used by other reputable organisations such as Bannatynes and Halo Leisure.</p>	Autumn 2018	Emma Knight	Small amount of officer time, the e-booklet is free.	Not utilised by members	NA we would not renew the contract if unsuccessful	Report from Concept Publishing on who has utilised the codes.	More customer satisfaction and increased levels of retention
<p>Fitness Membership Welcome / Discount Booklet – In house printing of a welcome booklet with all the information required for joining the membership, welcome note from the advisors and contact details, Boditrax booking card, bring a buddy, free swim etc</p>	September 2018	Emma Knight / Customer Advisors/ Business Development Manager	Ongoing printing cost and offer time to create	Staff do not utilise the tool properly.	Reinforce procedure	Monitor through new starter feedback questionnaires	Improved customer satisfaction and retention.
<p>Digital User Survey's – Fitness class survey first A more in depth Fitness Class Questionnaire with all aspects of the member's journey. This will be sent out via the app to, a pilot produced a good return rate.</p>	September 2018	Emma knight	Officer time	Uptake is poor	In house questionnaire	Reports created	Actions from feedback result in a better service, increased user satisfaction, and improved levels of retention
<p>Mystery Visit and Benchmarking We have commissioned a number of mystery visits at both sites to concentrate specifically on the sales procedure. As part of these visits we have access to national benchmarking of the sales process, where others perform particularly well or poorly.</p>	Ongoing – quarterly	Emma Knight	£125 per visit – total of £500 for 2018/19	No improvement seen from previous visit	Further training	Reporting on the feedback from the visits.	Improvement in sales processes and procedures. Issues highlighted so they can be addressed.

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
<p>Benchmarking – Customer advisor team to mystery visit and benchmark against 1 private operator, 1 trust and 1 local authority for sales process to pick up on best practice and ‘what not to do’</p>	Bi-annually	Customer Advisor Team / Emma Knight	Officer Time	NA	NA	Reporting on the feedback from the visits.	Improvement to sales processes.
<p>Sales Re-training for all staff. Sales training for all front line staff will be delivered in September and October</p>	Annually	Emma Knight	Officer and training time	Staff are not receptive to training and do not put the training into practice.	Monitoring and further training	Mystery visits	Improved sales service and increased sales.
<p>Sponsored Posts on Social Media Explore again the possibility of using sponsored posts on social media. This is the ability to put out targeted paid for advertising campaigns on social media streams gaining us exposure far beyond our follower base. We can set metrics such as – this post will be shown to anyone in a 10mile radius who is female and between the age of 18-30 allowing us to really target the market.</p> <p>It is a tool we have piloted in the past seeing positive uptake of memberships as a result. However we have been unable to implement it long term due to financial security implications.</p> <p>This is a stream of advertising that our competitors are using and capitalising on in our absence in this advertising market.</p>	October 2018	Emma Knight	Cost per campaign is circa £30 per site.	Return on investment is not achieved.	Just one joining from a campaign would cover the cost of over 6 campaigns.	Reporting on uptake directly from campaigns.	Increased sales and net gain of fitness memberships.
<p>In order to offset the financial impact of reduced membership income, a number of other interventions are being put in place:-</p>							

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
Duty Manager Rotas Following a reduction in the number of DM's, the rotas are being reviewed with a view to reducing the number of FTE's. This process cannot be completed until the Business Development Manager and Operations Manager posts have been recruited to	November 2018	Duncan Gibb	Estimated in year saving is £6,000	None	NA	NA	Reduced levels of staffing expenditure
Business Development Manager Role A delay in recruiting to this post has led to a saving	September 2018	Duncan Gibb	Estimated in year saving is £4,500	None	NA	NA	Reduced levels of staffing expenditure
Swim Academy Price Increase An increase to Swim Academy prices	November 2018	Duncan Gibb	Estimated in year increase in income of £6,000	Officer time to implement – notification of customers, amendments to Gladstone MRM	Children leave the scheme	Justify the price increase to customers	Increased income

EXTRACT of the MINUTES of a meeting of the POLICY DEVELOPMENT GROUP held in the Council Chamber, Council Offices, Coalville on WEDNESDAY, 19 SEPTEMBER 2018

Present: Councillor M Specht (Chairman)

Councillors R Ashman, N Clarke, T Eynon, P Purver, V Richichi, A C Saffell, S Sheahan and N Smith

In Attendance: Councillors J Geary, R Johnson and J Legrys.

Portfolio Holders: Councillors A V Smith MBE

Officers: Mr J Bright, Mr M Fiander, Mr G Jones, Mr M Murphy, Mr P Sanders, Mr T Shardlow, Ms K Smith (SLC Rail) and Mrs R Wallace

15. 2018/19 QUARTER 1 PERFORMANCE REPORT

The Director of Housing and Customer Services presented the report to Members, and drew attention to the Intervention Plans in the appendix which contained remedial actions to address objectives or priorities where performance was below target.

Councillor S Sheahan felt that the information regarding the Customer Services Call Centre statistics was a little confusing and was concerned that the percentage of calls not being answered had risen from Quarter four. The Director of Housing and Customer Services explained that a Head of Service had been appointed to address the issues within the service and raise its corporate profile, and assured Members that improvements would be seen soon. He introduced Tom Shardlow, Head of Customer Services who would be presenting a report later in the meeting on the new Customer Services Strategy. Councillor S Sheahan felt that it would be difficult to measure overall customer satisfaction across all services.

Councillor S Sheahan asked the following questions regarding the performance indicators at page 20 of the report:

- He felt it was unclear what the first three indicators related to and it seemed that one of these targets had not been met yet had a green status. The Director of Housing and Customer Services explained that the indicators questioned related to the performance of the Revenue and Benefits Service in days taken to process new claims / change of circumstances notification, he agreed it could be explained more clearly. He also confirmed that the green status was a typographical error and would be corrected.
- Regarding the 'Housing Benefit overpayment collection rate' indicator, Councillor Sheahan felt that there was not enough information to explain the target, as 11 percent was a low figure. The Director of Housing and Customer Services explained that the arrangements made to collect the overpayments were normally a small amount each week and would therefore often take around 12 months to two years to claim the full amount back. He assured Members that it did not seem like much within this quarter but would rise throughout the year.

In response to a question from Councillor S Sheahan, the Director of Housing and Customer Services agreed to provide further information outside of the meeting regarding the 100 percent satisfaction rates of the housing repairs service. He was aware that customers were called after having a repair completed at their property and this was how the figures had been obtained.

Regarding the performance of the Leisure Centres, Councillor T Eynon asked for further information on lower income levels and why they were suffering in competition with other nearby gyms. The Head of Community Services explained that the main issue was the difference in gym size and the age / amount of the equipment available. The Leisure Centres had good but slightly ageing equipment which was very well used and there was simply not enough capacity available to compete with other new gyms in the area. Councillor T Eynon also felt that the current branding was not quite right as it did not represent the community accurately as there were few images of older people or those that did not have a perfect physique. She pointed out the difficulty in locating the health referrals page and she felt it was not designed well with no visuals. She believed strongly in the benefits of health referrals, as well as self-referrals and believed that if people had a good experience they would continue to visit the leisure centres and purchase memberships once the referral had been completed. The Head of Community Services commented that he used the Leisure Centres regularly and had witnessed the good work being undertaken by the health referrals, and the wide range of different types of users which he felt was down to the very proactive referrals team. He agreed that the branding did need to be addressed and this was something he would consider in conjunction with the Communications Team.

Councillor N Clarke raised concerns regarding the level of staff absence in the Customer Services Team and asked for further information in future reports to understand the reasons behind staff absence levels. The Director of Housing and Customer Services reiterated earlier comments regarding the issues around performance management within the Customer Services Team and that improvements were expected now the Head of Service was in post.

Councillor P Purver raised concerns regarding the level of long term sickness in Waste Services and asked if team members were fit to do the job after initially receiving the correct training. The Head of Community Services confirmed that all employees had the appropriate training with regular refresher sessions. He reported that the majority of the employees on long term sickness were absent due to their personal health and not always as a result of the nature of the job. In response to a further question, the Head of Community Services stated that the absences did put additional pressure on the team but they were generally covered by current employees undertaking overtime rather than agency staff.

It was moved by Councillor M Specht, seconded by Councillor P Purver and

RESOLVED THAT:

Comments made by the Committee be provided to Cabinet when considering the report on 9 October 2018.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 9.23 pm

Corporate Risk Register													
Ref No.	Risk Description	Consequence	Cause	Inherent Risk			Responsibility of	Responsible to	Control Measures	Residual Risk			Movement of Risk
				Impact	Likelihood	Rating				Impact	Likelihood	Rating	
1	SOCIAL/ POLITICAL/ LEGAL Death / serious harm to a vulnerable person receiving a council service	A serious case review arising from death/serious harm to a vulnerable person. Reputational damage to council. Loss of confidence in ability of council to deliver services.	Lack of response to a safeguarding report. Service failure.	4	4	16	Community Safety Manager	Head of Communities	The organisation has the following structures in place; An identified Corporate Lead (Head of Service) with a Portfolio Holder lead An identified Team responsible for Safeguarding (Safer & Stronger) with responsibility embedded into Team Leader role and an officer (Child & Adults at risk Officer) An agreed Safeguarding Policy refreshed as required with delegation to Director of Housing and Customer Services for updates An identified group of Designated Safeguarding Officers (DSO's) in most A programme of regular DSO meetings which consider training, best practice and case issues An annual training programme to ensure new DSO's are well informed and trained A quarterly senior management review of all cases to check progress/close cases A quarterly briefing with the Chief Executive, a 6 monthly report to CLT and an annual report to Cabinet Annual report reviews previous year and endorses an action plan for the year ahead.	4	2	8	Stable
2	FINANCIAL/ COMMERCIAL/ REPUTATIONAL Mismanagement of council finances	Central Government intervention/special measures. Adverse publicity. Possible litigation. Withdrawal of services.	Mis-interpreting of or not responding appropriately to a change in fiscal policy. Poor budget planning / management. Internal financial systems and regulations not being properly applied	4	4	16	Financial Services Team Manager	Strategic Director of Housing and Customer Services	Monthly management reviews monitor actual spend against budgets and forecast to the end of the year. Monthly reporting and challenging at CLT, and reported to Cabinet quarterly Sound policies and procedures are in place. Financial planning processes have been documented and are reviewed regularly. Internal and External audit of systems and accounts. Membership of CIPFA and engagement of Arling Close gives access to specialist advice, analysis and expertise.	4	1	4	Stable
3	REPUTATIONAL/ LEGAL COMMERCIAL	Council unable to perform its statutory duties. Use of external resources at significantly higher cost.	Failure to horizon scan and interpret future needs in crucial roles.	4	2	8	Head of HR and OD	Chief Executive	Advance planning will mitigate this risk;	3	2	6	Stable

Corporate Risk Register

Ref No.	Risk Description	Consequence	Cause	Inherent Risk			Responsibility of	Responsible to	Control Measures	Residual Risk			Movement of Risk
				Impact	Likelihood	Rating				Impact	Likelihood	Rating	
	Insufficient resources due to unplanned / unforeseen absences / vacancies		Inability to recruit to vacancies / retain staff.						Ability to divert resources from other services, bringing in additional resources from other sources (e.g. Agencies, Consultants, Voluntary/ Community sector etc.) would be activated. Market conditions are tested through recruitment processes. The Council can offer a package of additional benefits to enhance the recruitment offer. The Council has developed innovative partnering relationships with other sectors including the private sector to make posts uniquely attractive. Best Employee Experience is a programme to attract and develop the right skills, and promoting existing staff talent through secondments and tailored development programmes. Apprenticeships allow the Council to 'grow our own'.				
4	LEGAL / FINANCIAL Contracts are not properly procured and managed	Council liable to incur additional costs, contract overrun, litigation and potential health & safety issues.	Failure to monitor contractors appropriately. Legal and procurement teams not consulted when contractors are engaged. Loss of key staff. Procurement procedures are not followed.	3	4	12	All Team Managers	All Heads of Service	Corporate procurement officer and legal team to support where necessary on contract management. Policies and procedures are in place. A Senior Procurement Officer oversees a procurement planning process. Training programme in place for staff.	3	2	6	Increasing *Change due to departure of existing Procurement Manager
5	LEGAL / TECHNOLOGICAL Loss or unlawful use of personal data constituting breach of data protection legislation	Monetary penalties from ICO, adverse publicity, private litigation and personal criminal liability of officers.	Systems not in place to protect sensitive data. Staff are not properly trained in managing information, and do not follow internal procedures.	3	3	9	Legal Services Team Manager	Head of Legal & Support Services	Policies and procedures are in place although not yet rolled out and fully embedded. Corporate Governance training is undertaken annually and includes information governance as appropriate to reflect changes in legislation. The Council has a dedicated SIRO. Corporate Governance Groups are in place to scrutinise impacts/issues arising.	3	2	6	Stable
6	LEGAL / REPUTATIONAL / COMMERCIAL Failure to respond to an emergency in an appropriate manner	General public at risk of harm or unable to access relevant services (e.g. emergency accommodation or rest centre). Adverse publicity. "Business as usual" not possible without appropriate business continuity plan in place.	Lack of planning, training and exercising of Emergency plans Inadequate Corporate Business Continuity Management	4	3	12	Head of Human Resources and Organisation Development	Chief Executive	Business continuity plans have been documented, policies and procedures are in place. The LRF partnership arrangement with all Leicestershire and Rutland authorities provide resilience during civil emergency situations.	4	1	4	Stable

Corporate Risk Register

Ref No.	Risk Description	Consequence	Cause	Inherent Risk			Responsibility of	Responsible to	Control Measures	Residual Risk			Movement of Risk
				Impact	Likelihood	Rating				Impact	Likelihood	Rating	
		Breakdown in relationship with other responders.	Lack of procedural understanding						Business Continuity exercises show the readiness of the Council to deal with emergencies. System of ICO / FLM duty rotas is in place.				
7	LEGAL/ TECHNOLOGICAL/ COMMERCIAL Infiltration of ICT systems	"Business as usual" would not be possible. Cost of repelling cyber threat and enhancing security features.	Systems not in place or kept current to deflect any foreseeable cyber attack Limited staff awareness of possible threats.	4	4	16	ICT Manager	Strategic Director of Housing and Customer Services	Fully resilient environment in place with no single points of failure for core systems, other critical systems use cold standby equipment. New business services are run in remote fully resilient data centres and existing systems are being progressively migrated to these cloud computing centres. Improved business recovery arrangements have been implemented to minimise recovery time. Accreditation to Cyber Essentials Plus and the Public Services Network.	3	2	6	Increasing
8	COMMERCIAL / POLITICAL / FINANCIAL Projects are poorly managed	Failure of proposed projects could result in failure to achieve overall objectives. Inefficient use / waste of resources.	Failure to implement project management techniques. Poor corporate oversight of projects. Inadequate or poorly performing Project Management Office function.	3	4	12	Head of Human Resources and Organisation Development	Head of Legal & Support Services	Properly convened project teams with PID and project plan in place, including project risk registers. Progress on corporate projects scrutinised by CLT. Use of external resources is also being used to support the Coalville and Leisure projects.	3	3	9	Stable
9	LEGAL / POLITICAL / REPUTATIONAL Council makes ultra vires (beyond the council's powers and functions) decisions	Potential litigation against the Council, resulting in increased costs / compensation. Reputational damage.	Staff / Members proceeding outwith established governance arrangements. Failure to consult with Legal / Monitoring Officer. Lack of understanding of the implications of dealing with a particular matter.	4	3	12	Legal Services Team Manager	Head of Legal & Support Services	Policies & procedures in place, governance processes are documented and in operation, ongoing assessments and reviews are performed. Completion of the Annual Governance statement.	4	1	4	Stable
10	FINANCIAL / LEGAL / REPUTATIONAL Council is subject to fraud, corruption or theft	Financial, reputational and political damage to Council.	Lack of checks and balances within financial regulations. Poor budget / contract management. Poor monitoring of / adherence to financial systems	4	3	12	All Team Managers & All Heads of Service	Directors	A policy framework that includes Anti-Fraud and Corruption Policy, Confidential Reporting (Whistleblowing) Policy and Anti-Money Laundering Policy. The Internal Audit annual planning process takes into account high risk areas, which considers fraud risks. Fraud risks are considered as part of specific audits with testing designed to detect fraud where possible. The Council is also subject to External Audit. Internal control and governance arrangements such as segregation of duties, schemes of delegation, bank reconciliations of fund movements, and verification processes.	3	2	6	Stable

Corporate Risk Register													
Ref No.	Risk Description	Consequence	Cause	Inherent Risk			Responsibility of	Responsible to	Control Measures	Residual Risk			Movement of Risk
				Impact	Likelihood	Rating				Impact	Likelihood	Rating	
									Information on how to report fraud is on the website including relevant links. Participation in National Fraud Initiative (mandatory) and Leicestershire Fraud Intelligence Hub (voluntary). Leicestershire Revenues and Benefits Partnership have two trained officers working solely on Council Tax Reduction Scheme Fraud and act as Single Point of Contact for DWP referrals.				
11	FINANCIAL / COMMERCIAL / ECONOMIC The Council is subject to a reduction in income	Services are unable to be delivered. Potential staff redundancies. Funding of external groups is withdrawn. Potential breach of statutory duties.	Reduction in government grant. Changes to the local authority financial settlement. Economic downturn / recession. Commercial opportunities not progressed. Changing rent policies.	3	4	12	All Heads of Service.	Directors. Chief Executive.	Medium Term Financial Strategy in place, including Self Sufficiency initiative. Economic Development Team promotes business offer. Participation in Business Rates Pilots. Accessing external funding where appropriate. Income collection procedures in Revs & Bens Service and Housing.	3	3	9	Increasing

Assessing the likelihood of a risk:

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

Assessing the impact of a risk:

1 Low	Loss of a service for up to one day, Objectives of individuals are not met No injuries Financial loss below £10,000 No media attention No breaches in council working practices No complaints / litigation
2 Medium	Loss of a service for up to one week with limited impact on the general public Service objectives of a service unit are not met Injury to an employee or member of the public requiring medical treatment Financial loss over £10,000 Adverse regional or local media attention – televised or newspaper report Potential for a complaint litigation possible Breaches of regulations / standards
3 High	Loss of a critical service for one week or more with significant impact on the public and partner organisations Service objectives of the directorate of a critical nature are not met Non- statutory duties are not achieved Permanent injury to an employee or member of the public Financial loss over £100,000 Adverse national or regional media attention – national newspaper report Litigation to be expected Breaches of law punishable by fine
4 Very high	An incident so severe in its effects that a critical service or project will be unavailable permanently Strategic priorities of a critical nature are not met Statutory duties are not achieved Death of an employee or member of the public Financial loss over £1m. Adverse national media attention – national televised news report Litigation almost certain and difficult to defend Breaches of law punishable by imprisonment

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

Agenda Item 9.

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