

To print

Meeting **POLICY DEVELOPMENT GROUP**  
Time/Day/Date **5.30 pm** on Wednesday, 23 August 2017  
Location Council Chamber, Council Offices, Coalville  
Officer to contact Democratic Services (01530 454512)

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

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

## AGENDA

Item	Pages
<b>1. APOLOGIES FOR ABSENCE</b>	
<b>2. MINUTES</b>	
To approve and sign the minutes of the meeting held on 28 June 2017.	<b>3 - 8</b>
<b>3. DECLARATION OF INTERESTS</b>	
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.	
<b>4. PUBLIC QUESTION AND ANSWER SESSION</b>	
To receive questions from members of the public under rule no.10 of the Council Procedure Rules. The procedure rule provides that members of the public may ask any question on any matter in relation to which the Council has powers or duties which affect the District, provided that three clear days' notice in writing has been given to the Head of Legal and Support Services.	



**5. UPDATE ON THE LEISURE PROJECT**

Report of the Chief Executive.

**9 - 54**

**6. 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.

**7. CALL-IN OF CABINET DECISION OF 25 JULY 2017 ENTITLED: ASSET MANAGEMENT - LONDON ROAD CAR PARK**

Report of the Director of Resources.

**55 - 76**

**8. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME**

To consider any items to be included in the work programme. The plan of forthcoming Cabinet decisions and the current work programme are attached for information.

**77 - 86**

Circulation:

Councillor N Clarke  
Councillor T Eynon  
Councillor J Geary  
Councillor D Harrison  
Councillor G Hout  
Councillor P Purver  
Councillor V Richichi  
Councillor A C Saffell  
Councillor N Smith (Deputy Chairman)  
Councillor M Specht (Chairman)

MINUTES of a meeting of the POLICY DEVELOPMENT GROUP held in the Council Chamber, Council Offices, Coalville on WEDNESDAY, 28 JUNE 2017

Present: Councillor M Specht (Chairman)

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

In Attendance: Councillors J Cotterill, J G Coxon, R Johnson, J Legrys and S Sheahan

Portfolio Holders: Councillors T Gillard and A V Smith MBE

Officers: Ms H Bell, Ms K Greenbank, Mr A Hunkin, Mr J Knight, Mr J Newton, Mr B Walford and Mrs R Wallace

### **35. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **36. DECLARATION OF INTERESTS**

There were no declarations of interest.

### **37. MINUTES**

Consideration was given to the minutes of the meeting held on 8 March 2017.

It was moved by Councillor J Geary, seconded by Councillor V Richichi and

RESOLVED THAT:

The minutes of the meeting held on 8 March 2017 be approved and signed by the Chairman as a correct record.

### **38. PUBLIC QUESTION AND ANSWER SESSION**

No questions were received.

### **39. DIRECTOR OF PUBLIC HEALTH ANNUAL REPORT 2016**

The Leisure Services Team Leader presented the report to Members and Introduced Mr M Sandys, the Director of Public Health for Leicestershire.

Mr M Sandys gave a presentation to the Committee detailing the key findings within the annual report and proposals to improve the health and wellbeing in Leicestershire in the future.

Councillor T Eynon explained that as a County Councillor she had already had sight of the report and was pleased to have the opportunity to look deeper into the issues at Committee. Regarding the figure for people killed and seriously injured on roads, Councillor T Eynon questioned if there was a connection with the poor air quality as North West Leicestershire has the worst air pollution in the East Midlands. Mr M Sandys commented that he was aware of the air pollution issues in the area. He felt that it was an interesting topic as this area did not fall into the usual categories of traffic and urban pollution as there was also an airport, quarries, power station and agricultural pollution to consider. As the area was unique in that aspect, he would like to look into the issue further. He added that there were things that could be put in place to ease the traffic

pollution but he would need to look into the qualifying factors before offering further advice.

Councillor J Geary commented that there were areas within the District that were totally reliant on solid fuel heating and asked how this would impact on the air quality. Mr M Sandys responded that it would have an impact but explained that there were options to improve such as installing a stove rather than an open fire.

In response to a question from Councillor T Eynon, Mr M Sandys stated that he would be happy to assist officers if the decision was taken to develop the Council's air quality plan.

Regarding the figure for recorded diabetes for the area which was worse than the national average, Councillor N Smith asked what could be done by the Council to improve as it was not always due to an unhealthy lifestyle. Mr M Sandys explained that the red indicator may actually be highlighting that GP's were diagnosing more cases of diabetes and therefore have an improved medical practice, if this was the case he would report back at a later date. He stated that the best proven way to make improvements and avoid type 2 diabetes was to encourage a healthier lifestyle with diet and physical activity.

Councillor D Harrison queried how the figures for the District were formulated. Mr M Sandys explained that they were driven by research and national science based evidence, which was solid and robust.

Councillor N Clarke commented that breast feeding initiation seemed to be a problem across the whole of the County and asked if there was any indication as to why that was. Mr M Sandys responded that it was unclear but could be a result of people's culture. He added that efforts were being made to improve by providing support for new mothers.

The Chairman thanked Mr M Sandys for his attendance and contribution to the meeting.

RESOLVED THAT:

The report be noted.

#### **40. UPDATE REPORT - S106 CONTRIBUTIONS TO HEALTH**

The Head of Planning and Regeneration presented the report to Members and introduced Mr I Potter, the Deputy Chief Operator for the West Leicestershire Clinical Commissioning Group (CCG).

Mr I Potter gave a presentation to the Committee detailing the work undertaken to secure Section 106 contributions, how they were spent within the District and current proposals in place.

Councillor N Smith raised concerns that such large sums of money were being held and not used when shortfalls in other public sector areas were being reported regularly. Mr I Potter explained that there were strict guidelines on how Section 106 money could be spent so it could not be put into other general funds. The Head of Planning and Regeneration added that Section 106 Contributions were used to address specific issues caused by a development, therefore the money could only be used for the specific purpose as agreed by all parties.

Councillor N Smith asked how medical practices that were not owned by the GP would be managed with regard to development through Section 106 contributions. Mr I Potter stated that on the whole practices were independent businesses and GP's would make

decisions on how to develop and be sustainable. He added that all matters had to be aligned to develop a practice and this was why it could be a lengthy process.

Councillor T Eynon commented that she was pleased with the development of Long Lane Surgery and was looking forward to the opening. She was frustrated about the issues in getting the contributions allocated but did understand the limitations in the way the money could be spent. She highlighted that local people were understandably frustrated too, especially when Ashby Hospital was closed for good clinical reasons even though money is being held and not spent. She asked if there was anything that could be done to ensure the money was being spent correctly as people were complaining that services originally promised for Long Lane Surgery had not come into fruition. Mr I Potter stated that it was important to have a good working relationship with the Council and to have regular discussions on how improvements could be made with officers and GPs. He also commented that there were some really good examples of surgeries that had been developed with Section 106 Contributions only and were very successful, even if it had taken some time. He concluded that there was not a simple answer but he strongly believed that a positive relationship did help.

Councillor G Hoult was pleased to see the proposals, especially in Ashby as people were upset when the hospital closed. She asked if there was a timeline for the Ashby projects. Mr I Potter stated that initial plans indicated that they would be started in the next 12 to 18 months.

Councillor D Harrison understood that complaints had been received regarding unspent money, as well as problems locating a contact through the CCG to access the money. He was pleased that progress had been made thanks to the work of the Director of Services. He raised concerns that there could be sums of money held by many local authorities across the country and it was disappointing that a more flexible way of working could not be adopted. The Head of Planning and Regeneration explained that the authority tried to be as flexible as possible and could agree to release money in stages rather than wait until completion, helping to move projects forward.

Councillor J Geary questioned the promise made of more funds for the health service nationally as a result of the EU Referendum. The Chairman stopped discussion at this point as it was not the correct forum to debate the issue.

The Chairman thanked Mr I Potter for his attendance and contribution to the meeting.

By affirmation of the meeting it was

RESOLVED THAT:

The report be noted.

#### **41. REVIEW OF PLANNING COMMITTEE SCHEME OF DELEGATION**

The Head of Planning and Regeneration presented the report to Members, highlighting the proposed changes to the Planning Committee scheme of delegations to improve the openness of decision making.

Councillor J Geary commented that in the past every application was considered by the Planning Committee and therefore was more open and transparent. He acknowledged that delegating decisions to officers was designed to speed up the process but as the authority was currently exceeding national targets, he was unsure as to whether it was necessary. He was fully aware of which planning agent the proposals were aimed at and the fact that he was married to a previous District Councillor, however he still had

connections to the authority through his brother in law. In Councillor J Geary's opinion, the agent's applications should still be considered by the Planning Committee due to this connection. Councillor J Geary also raised concerns regarding the proposed change in quorum for the Planning Committee as he believed it should be at least a third of the committee, which was in line with other committees. He was against the call-in of applications being restricted to the Ward Member as applications could be missed due to single Member Wards, especially as the call-in period was only five days. He felt this was not long enough. He was also unhappy with the proposal for the Chairman to have a say in deciding what applications were considered by the Planning Committee as the Chairman's son was a Director for Bellway Homes. He felt that it was not open or transparent. Councillor J Geary felt that each year Councillors were being excluded more from the decision making process and he was bitterly disappointed with the report.

The Head of Planning and Regeneration acknowledged that the authority did exceed national targets but he felt there was always room for improvements. He stated that the aim of the report was to have the right applications considered by Planning Committee. He stated that similar applications by other agents were often not called-in, if refused and appealed against, the decision was likely to be upheld. However, for the agent in question, appeals against decisions made by the Planning Committee were more likely to be overturned and allowed. The Head of Planning and Regeneration wanted to make the process fair for all. Regarding the call-in by Ward Members only, he commented that arrangements had been made in the past for neighbouring Ward Members to act on another's behalf in the case of absence. This was something he could look into further, as well as the period of time to call-in applications. Regarding the concern of agent's relationships to Members, it would be the responsibility of the Member to declare the interest. He added that every Planning Authority had delegated powers as well as decisions made by the Planning Committee. Nationally approximately 90 percent were decided through delegated authority. He did not want to take powers away from Members but was aiming to be overtly fair.

Councillor J Geary responded that he was not suggesting that the way the system was run was unfair. He also suggested that the call-in period be extended to 10 days.

Councillor N Smith asked why the issue with advantages for agents had only just been raised when it was adequate 12 months ago, when the scheme was last reviewed. The Head of Planning and Regeneration explained that the issue had been building over previous months as complaints had been received, he felt that tightening the procedure would ease the issue and make it fair. Councillor N Smith commented that local people felt that they did not have a fair chance to air their views if applications were not considered at Planning Committee. The Head of Planning and Regeneration reminded Members that neighbours were notified and any representations received were considered by officers.

Councillor V Richichi stated that he would not tolerate discrimination against people who chose to work within the law. He felt that the agent in question was not given an advantage and should not be discriminated against just because he was hard working. He also felt that the Planning Committee were being told that they were not good enough to make certain decisions and that was distasteful. The Head of Planning and Regeneration clarified that the proposal was not discriminating but attempted to avoid giving anyone an advantage, even if accidentally. He added that if Members were not in agreement with the proposed triggers then he would happily look into it further.

Councillor D Harrison commented that he would prefer it if the Head of Planning and Regeneration had another look at the proposals and suggested that a briefing be held with the Planning Committee Members for further discussions.

Councillor N Clarke commented that he had sympathy for the situation with the agent in question as the circumstances meant we were accidentally unfair but even if he was given an unintentional advantage, it did not look good for the authority. He suggested that the wording be changed so that his applications only be considered by Planning Committee if they were recommended for approval. He also felt that the proposal for the trigger of 10 objections was too high, especially for rural areas.

The Head of Planning and Regeneration stated that he was happy to look into everything that had been put forward by Members.

As the general feeling from the discussion was that Members did not support the recommendations, the Chairman asked the Head of Planning and Regeneration to reconsider the proposals and discuss them with Members of the Planning Committee before bringing the report back to the Policy Development Group in September. Members agreed.

By affirmation of the meeting it was

RESOLVED THAT:

- a) The Head of Planning and Regeneration reconsider the proposals taking into account comments made by Members.
- b) The Head of Planning and Regeneration to meet with the Members of Planning Committee to discuss the proposals before bringing a report back to Policy Development Group in September.

#### **42. THE BALANCE OF THE LOCAL ECONOMY IN NORTH WEST LEICESTERSHIRE**

In agreement with the Chairman, the Business Portfolio holder addressed the committee giving an overview of the report.

The Economic Development Officer gave a presentation to the Committee, highlighting the key points of the report.

Councillor N Smith asked if there was a policy of working with schools and colleges to address the skill shortage. The Economic Development Officer explained that she worked closely with schools and businesses, as well as parents to ensure advice was given where needed. Councillor N Smith felt it was important to provide guidance to young people.

Councillor T Eynon was pleased to have the data available as it was good to understand what was happening with the economy locally, however she asked for clearer figures in the future rather than an average. She highlighted the gap in earnings and raised concerns regarding the amount of underemployment. She suggested that the transport to work data be fed into the Local Plan and asked that a report be brought to Committee periodically.

It was moved by the Chairman, seconded by Councillor D Harrison and

RESOLVED THAT:

The report be noted.

### 43. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME

The Interim Director of Resources informed Members that the Council Delivery Plan fitted into the Committee's existing meeting schedule, but due to the reporting timeframe the End of Year Report currently could not be considered by the Policy Development Group prior to Council. Therefore he was looking into the most appropriate way to report the information to Policy Development Group Members.

Councillor T Eynon felt that it was unfortunate that due to the scheduling of the meetings, the Policy Development Group seemed to be unable to scrutinise the big cabinet decisions such as the leisure services review. She asked officers to have a serious look into the meeting schedule to ensure significant decisions were considered by the Policy Development Group prior to Cabinet.

Councillor J Geary reiterated the comments of Councillor T Eynon and requested that officers also consider the addition of more meetings in the schedule to ease the size of the agendas, as well as ensuring two large agenda meetings were not on consecutive evenings.

The Interim Director of Resources took the comments on board and agreed to look into the matter further.

RESOLVED THAT:

The following items be placed on the work plan:

- a) Review of the Planning Committee Scheme of Delegations
- b) Review of Housing Allocations Policy
- c) Council Delivery Plan
- d) Budget Report

Councillor P Purver left the meeting at 7.30pm.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 9.00 pm



**NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**

**POLICY DEVELOPMENT GROUP - WEDNESDAY, 23 AUGUST 2017**

Report Title	<b>UPDATE ON THE LEISURE PROJECT</b>
Contacts	<p>Councillor Alison Smith 01530 835668 <a href="mailto:alison.smith@nwleicestershire.gov.uk">alison.smith@nwleicestershire.gov.uk</a></p> <p>Chief Executive 01530 454500 <a href="mailto:bev.smith@nwleicestershire.gov.uk">bev.smith@nwleicestershire.gov.uk</a></p>
Purpose of report	To update members on the current status of the project and seek the views of Policy Development Group.
Council priorities	Value for Money Business and Jobs Homes and Communities
Implications:	
Financial/Staff	The project will have significant financial implications for the Council which will be the subject of further detailed work and consideration by Cabinet and Council.
Link to relevant CAT	Not Applicable.
Risk Management	The project governance arrangements include risk management.
Equalities Impact Screening	Not Applicable.
Human Rights	None in respect of this Policy Development Group report.
Transformational Government	Not Applicable.
Comments of Head of Paid Service	As author of the report, 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><a href="#">Cabinet Report - Leisure Project Update 25 July 2017</a></p> <p><a href="#">Confidential Cabinet Report - District Leisure Services Delivery</a></p>

	<a href="#">Model and Provision of Facilities 26 July 2016</a>
Recommendations	<b>THAT THE POLICY DEVELOPMENT GROUP CONSIDER THE UPDATE ON THE LEISURE PROJECT PROVIDED BY THE CHIEF EXECUTIVE.</b>

**1. BACKGROUND**

1.1 At its meeting on 25 July 2017 Cabinet considered the latest report in relation to the Leisure Project. A copy of the report is attached at Appendix A, together with the draft minutes of the meeting.

**2. VIEWS OF POLICY DEVELOPMENT GROUP**

2.1 Policy Development Group's role in scrutinising this project and the decisions made by Cabinet is important. The project is currently being led by the Chief Executive in the interim between the Director of Services leaving and a new experienced interim director being appointed. It was considered an opportune time to engage with Policy Development Group and seek the views of members on the project to date.

2.2 The Chief Executive will provide members with a presentation at the meeting which covers the following areas:

- the journey so far on the project;
- what decisions have been made;
- what issues remain to be considered and decisions yet to be made;
- the next steps in the project.

## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

## CABINET – 25 JULY 2017

Title of report	<b>LEISURE PROJECT UPDATE</b>
Key Decision	a) Financial Yes b) Community Yes
Contacts	Councillor Alison Smith MBE 01530 835668 <a href="mailto:alison.smith@nwleicestershire.gov.uk">alison.smith@nwleicestershire.gov.uk</a>  Chief Executive 01530 454500 <a href="mailto:bev.smith@nwleicestershire.gov.uk">bev.smith@nwleicestershire.gov.uk</a>  Head of Economic Development 01530 454773 <a href="mailto:kay.greenbank@nwleicestershire.gov.uk">kay.greenbank@nwleicestershire.gov.uk</a>
Purpose of report	To update Cabinet on the progress of the proposed outsourcing of the running of the Council's current leisure centres and the construction of a new facility on a new site to replace Hermitage Leisure Centre
Reason for Decision	To provide officers with authority to continue the project and confirm, in principle, the preferred site for a new leisure centre.
Council Priorities	Value for Money Business and Jobs Homes and Communities Green Footprints Challenge
Implications:	
Financial/Staff	See sections 3 and 4 of the report
Link to relevant CAT	None
Risk Management	None
Equalities Impact Screening	To be undertaken as part of the project
Human Rights	No implications

Transformational Government	N/A
Comments of Head of Paid Service	Report is satisfactory. The full implications for staff under TUPE will need to be assessed as part of the next stage of the project. A robust communication strategy will be implemented to ensure staff and trade unions are engaged and consulted fully.
Comments of Deputy Section 151 Officer	Report is satisfactory. The indicative affordability model is subject to further financial analysis.
Comments of Monitoring Officer	Report is satisfactory
Consultees	None
Background papers	The Sports Consultancy report  (Confidential) October 2016 Cabinet report regarding the sale of Cropston Drive
Recommendations	<p><b>IT IS RECOMMENDED THAT CABINET NOTE AND ENDORSE THE PROGRESS MADE ON THE LEISURE PROJECT TO DATE AND:</b></p> <ol style="list-style-type: none"> <li><b>1) NOTE THE CURRENT INDICATIVE AFFORDABILITY MODEL (APPENDIX 1) AND THAT A MORE DETAILED FINANCIAL APPRAISAL WILL BE PREPARED AND PRESENTED TO CABINET BEFORE ANY FINAL DECISIONS ARE MADE BY COUNCIL;</b></li> <li><b>2) AGREE THAT THE A511 SITE IS THE PREFERRED SITE TO LOCATE A NEW LEISURE CENTRE AND FOR FURTHER INVESTIGATORY WORKS TO TAKE PLACE TO PROVIDE ASSURANCE REGARDING THE DELIVERABILITY OF THE SITE;</b></li> <li><b>3) AGREE TO THE PROPOSED FACILITY MIX FOR A NEW LEISURE CENTRE AS SET OUT IN THIS REPORT AS A STARTING POINT FOR SUBSEQUENT NEGOTIATIONS WITH CONTRACTORS;</b></li> <li><b>4) AGREE IN PRINCIPLE THAT THE PREFERRED PROCUREMENT ROUTE FOR THIS LEISURE PROJECT SHOULD BE A DESIGN, BUILD, OPERATE AND MAINTAIN (DBOM) MODEL;</b></li> <li><b>5) NOTE THAT A FURTHER OPTIONS APPRAISAL WILL BE COMPLETED OF THE EXISTING HERMITAGE</b></li> </ol>

	<p><b>LEISURE CENTRE SITE (AS SHOWN IN APPENDIX 5) TO DETERMINE THE MOST APPROPRIATE USE OF THAT SITE ONCE THE NEW FACILITY IS OPERATIONAL; AND</b></p> <p><b>6) NOTE AND ENDORSE THE NEXT STEPS FOR THE PROJECT TOWARDS AN EVENTUAL DECISION OF COUNCIL IN NOVEMBER 2017</b></p>
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## **1.0 BACKGROUND**

- 1.1 As has previously been reported to Cabinet, Hermitage leisure centre is now reaching the end of its useful and viable life. The centre is approaching 40 years old and was built incrementally over that time period. As such the centre is not efficient and it is inflexible in that it does not allow for the ability for operational change / growth in order to meet current and future demand. This means that the centre and the service already find it hard to accommodate the growing demand for leisure facilities and with the projected housing growth in the area, further investment either in the site or into a new site is inevitable.
- 1.2 Cabinet will be aware therefore that in 2016 the Council commissioned 'The Sports Consultancy' (TSC) to undertake an assessment of the Leisure and Cultural options for the Council. The work of TSC was to pay particular regard to how the Hermitage Leisure Centre options might also contribute to the aims of the Coalville project and improve the regeneration prospects of the town centre whilst also reducing the current subsidy paid towards leisure services which is in the region of £800,000, inclusive of a contribution to internal management costs, per annum.
- 1.3 The conclusions of TSC were that by outsourcing the leisure centres at Hermitage and Hood Park the Council could afford to deliver a new leisure facility in Coalville by leveraging the operational savings and using its prudential borrowing powers.
- 1.4 The anticipated cost of building a new leisure facility in Coalville would be approximately £18 million with the Council able to borrow to pay for the capital spend and in revenue terms not spend any more money than is currently spent on leisure services. The figures will vary depending on the final specification of the building. The type of facility that this would pay for would be regarded as Hermitage-plus, i.e. the new facility will provide an increased provision to not only accommodate current demand but also future-proof the expected increased demand. The facilities projections for the district are already showing a need for increases due to the growing population, therefore this project presents an ideal opportunity to respond to that greater demand.
- 1.5 TSC also considered the potential options available to the Council for building a new leisure centre and concluded that the Bridge Road Car Park should be the preferred location because it was owned by the Council and the potential contribution it could make towards the wider regeneration of Coalville Town Centre.
- 1.6 Cabinet therefore considered a report in July 2016 and agreed to set aside £150,000 towards the project to be spent on exploring the feasibility of the project further, including a period of consultation on the proposals for a new leisure centre. The project has been

formally established, a copy of the Project Execution Plan is attached as Appendix 6. To date, £38,804 has been spent on the project. At this stage, given the current recommendations to Cabinet and progress with the project, any further projected costs for delivering a new leisure centre it is anticipated can be met from the existing budget provision.

1.7 Since the Cabinet decision in July 2016 the consultation and engagement on the proposals has been focused on the preferred location of Bridge Road car park.

1.8 The engagement that has taken place has included;

- Meeting with Whitwick, Hugglescote and Ellistown & Battleflat Parish Councils;
- Discussing with members of the public at the Christmas in Coalville event;
- 3 separate 'drop-in' sessions for Hermitage Leisure users during December and January; and
- Meetings with Hermitage Leisure Centre user groups
- Open discussion and feedback from the market, i.e. sports and leisure specialists; operators; architects etc.

1.9 The feedback can be categorised as follows:

- Strong feedback from Whitwick Parish Council and residents to leave the facility in Whitwick;
- Strong support from the market in that the scheme presents a real opportunity to not only create a commercially viable facility but also, will act as a catalyst for a wider public health agenda;
- Many would rather see the Council invest in Hermitage in its current location;
- Strong support, particularly amongst user groups, for a new, improved leisure facility
- Strong objection to the selection of Bridge Road as the preferred site;
- Criticism that the Bridge Road site will be too difficult to access;
- Lack of conviction that the Bridge Road site will assist with town centre regeneration;
- There are other, more preferable sites that should be looked at, namely:
  - o Snibston; and
  - o Land off the A511

1.10 Therefore, taking account of this feedback, the project has focused on exploring other site options for the leisure centre. This report therefore sets out the current position of the project from a number of different perspectives and re-opens consideration of potential site options.

## **2.0 FINANCIAL IMPLICATIONS**

2.1 The original financial modelling that informed the inception of the leisure project was completed by The Sports Consultancy who were then advising the Council on the potential viability of building a new leisure centre for the district. Further work has since been done by the Council and tested by independent experts to refine the affordability model. The updated affordability model is therefore attached as a confidential Appendix to this report (Appendix 1). Cabinet should note that at this stage, this model is still indicative as some of the costs, such as ongoing pension liabilities are still unknown. As the project progresses and before Cabinet and Council make any final decisions, a more detailed

financial model will be developed to ensure that any decisions are taken based on the most robust and accurate information.

- 2.2 Bearing in mind that the affordability model is intended to show what might be regarded as the 'worst case' scenario, it shows that from year 1, based on a number of assumptions built into the model and provided a minimum saving of £200,000 was made from internal corporate recharges, that the project would at least 'break even'. In the context of this project, 'break-even' means the Council spending no more on its leisure centres than it currently spends, albeit the majority of costs under the new project would be directed towards servicing internal borrowing for the financing of the new leisure centre. The affordability model currently does not include any projections in respect of profit share arrangements.
- 2.3 The affordability model also assumes the total cost of the project will be £18 million. £4 million of that cost would be funded from capital receipts, including the sale of key assets such as Cropston Drive and, at this stage, the sale of the existing land for the Hermitage Leisure Centre. Cabinet determined to sell the land at Cropston Drive in October 2016. The site at Hermitage to be disposed is shown on Appendix 5 but any sale would be limited to the site that currently comprises the existing leisure centre only. Furthermore, before any decision on the sale of the existing Hermitage site can be taken, an options appraisal, looking at all potential future options needs to be completed. It is then assumed that the remaining £14 million would be 'borrowed' through the use of internal borrowing. This means that the Council would be using its capital reserves to fund the 'borrowing' and over the lifetime of the project those reserves would be paid back, with interest. The professional advice from the Council's treasury advisers is that this would be the cheapest and most cost effective way of the Council funding this project. It is intended that the next report to Cabinet and the subsequent report to Council will set out in full detail the definitive financial strategy for the project.
- 2.4 At the time of writing this report, whilst requests for detailed pension information have been made to Leicestershire County Council, detailed information regarding additional pension liabilities remain unknown and therefore only assumptions have been built into the financial model. It is possible that a response from LCC is received in between the writing of this report and the actual Cabinet meeting. If so, a verbal update will be provided to Cabinet.

### **3.0 STAFF IMPLICATIONS**

- 3.1 In the event of the Leisure Project proceeding, the directly-employed workforce at both Hood Park and Hermitage Leisure Centres would transfer to a new provider of the Council's leisure service. Typically this would be an existing Leisure Trust or private sector company under the Transfer of Undertakings (TUPE) employment legislation.
- 3.2 Under a TUPE transfer, the employment contracts of the existing employees would be protected and would transfer to the new external provider. Their existing terms and conditions of service would be protected, together with any locally-determined agreements. There would be significant consultation requirements around the transfer process. It is anticipated that the employee transfer would take place in advance of the opening of the new sports facility to enable a smooth transfer of the Hermitage staff. The transfer would involve 259 employees as detailed in the table below:-

<b>Category</b>	<b>Headcount</b>
Administration	8
Management (including relief managers)	18
Bar people	4
Catering	12
Cleaning	8
Reception	21
Sports and Fitness Delivery	50
Casual workers (all occupational areas above)	138

- 3.3 Some current “Leisure” employees would remain in the employment of the Council, notably those engaged in the provision of Leisure activities in other Centres (such as Castle Donington Community College), the grounds maintenance service and employees engaged in Sports Development work in the communities. The Council will also retain a client/contractor role in managing a new relationship with a new provider. The exact split of those employees directly affected would be determined prior to any transfer to an external provider.
- 3.4 The project team have developed a robust and comprehensive communications and engagement plan which, amongst other matters, is expressly clear in terms of workforce engagement. The team will engage and consult with all impacted staff throughout the entire project and will work to allay any fears that may arise as part of any TUPE process.
- 3.5 TUPE arrangements are governed by law and a defined process will be followed in collaboration with the incoming operator; our HR team and our legal / technical advisors.
- 3.6 It is the duty of the Chief Executive under section 4 of the Local Government and Housing Act 1989 to report to all Members of the Council on proposals relating to:
- (a) the manner in which the discharge by the authority of their different functions is co-ordinated;
  - (b) the number and grades of staff required by the authority for the discharge of their functions;
  - (c) the organisation of the authority's staff; and
  - (d) the appointment and proper management of the authority's staff.

and for the Council to consider that report within three months of that report being issued. Cabinet should note that if (at its meeting on 19 September) it does recommend this project to Council, the report considered by Council in November in respect of this project shall constitute the reports required by the legislation mentioned above.



## **Pension Considerations**

- 3.7 Approximately 150 of the transferring employees are members of the Local Government Pension Scheme. The Council will be required to comply with the “Fair Deal 1999 and 2004 and The Best Value Authorities Staff Transfers (Pensions) Direction 2007” (the “Direction”) in relation to any of the existing employees transferred to a new provider. Under the Local Government Act 2003 a “best value authority” is under an obligation to have regard to guidance issued by the Secretary of State on matters relating to the employment and pensions of existing staff. In compliance with current guidance, the Council will seek during the procurement process to ensure that all transferring employees continue to have access to the LGPS after they have transferred to the leisure operator.

### **The Council’s future pension liabilities.**

- 3.8 The TUPE transfer of such a large proportion of the Councils’ workforce to an external service provider will have a future impact on the Council’s employer’s pension costs. The exact implications of the transfer are complicated and will involve an assessment by the actuaries of the Local Government Pension Fund to produce. It is estimated that such a transfer could lead to a material effect (increase) on the Council’s employer contribution. This would amount to an estimated additional cost to the Council of £150,000 per annum and as referred to above, this is the amount currently assumed in the indicative affordability model (Appendix 1).

## **4.0 PROCUREMENT**

- 4.1 All of the options for procuring a new operator and building a leisure centre have been fully considered. In doing so both specialist procurement and legal advice has been obtained. A copy of the detailed assessment provided to the Council by external advisors is attached as Appendix 2. There are a number of delivery options but in essence those options can be distilled to two choices:
- i) Twin Track – This is where the Council designs and builds the leisure centre having procured its own design and build teams. Separately, under this option, the Council would procure an operator to run the leisure centres and they would have some, albeit limited, involvement in the design development of the new centre. Therefore there would be two separate procurement exercises (twin track). This option has the potential to be more cost effective but it does mean the Council carries a higher degree of risk in relation to the construction of the new leisure centre. It would also not necessarily maximise the operational effectiveness of the facility as it would be designed in isolation to the operator that will be contracted to run it.
  - ii) DBOM – Design, Build, Operate and Maintain is the other option. This involves a single procurement exercise to procure an operator who will also design and build the new leisure centre to suit the agreed operational outputs. The market for this is more limited, given the specialist skills and required size of the operator in order to respond to this type of project. However it is the route recommended by Sport England; it is the preferred route as assessed by the project team, and it also

means that almost all of the delivery risk is carried by the operator rather than the Council.

- 4.2 Having fully considered all of these options with input and advice from our external advisers (see attached appendix 2) and consultation with the market, the project team recommend DBOM as the preferred procurement route. The procurement of a leisure operator to carry out a DBOM contract will be undertaken using the Competitive Dialogue procurement process as set out in the Public Contracts Regulations 2015.
- 4.3 The market for public sector outsourcing of leisure services is a mature one, with Sport England providing a standardised procurement toolkit and template contractual documentation. These contain market standard commercial positions which flow from central government guidance on large-scale public sector outsourcing projects but have also been refined for the leisure sector in consultation with local authorities and leisure operators. The resulting documentation contains a risk profile that the industry considers as striking the most appropriate balance between cost and risk allocation. Areas of risk covered include, design, construction, service delivery, responsibility for pre-existing buildings, responsibility for new buildings, surplus sharing, ground conditions, insurance costs and risk of premium changes, pensions, TUPE, termination and its consequences and intellectual property.
- 4.4 The standard Sport England structure includes standard ancillary documents which sit below the main DBOM contract. Most notably, the structure involves the grant of a lease of each leisure centre to the successful leisure operator that is tied to the main DBOM contract.
- 4.5 It is proposed that the Sport England template documentation is used as the basis for the Council's procurement subject to project specific terms being incorporated as required following legal advice.

## **5.0 PREFERRED SITE**

- 5.1 As referred to earlier in this report, feedback to date on the Council's preferred Bridge Road site has been almost unanimously negative. The principal concerns have been:
- Access into and out of Coalville town centre, particularly at peak times;
  - Access and egress to the site;
  - Very little room for potential future expansion of a leisure centre; and
  - Limited value to the town centre of linked trips to / from the leisure centre
- 5.2 As a result of this feedback, other potential sites have been examined.
- 5.3 This report therefore revisits the sites previously considered by The Sports Consultancy as well as two others sites now suggested for inclusion through the engagement that has taken place. Those additional two sites are: Snibston and land off the A511.
- 5.4 Each of the sites has been re-evaluated although this time the evaluation has primarily focused on the merits of the sites for delivering a leisure focused project rather than trying to assess each site's potential contribution to the Coalville town centre regeneration. The table setting out the evaluation of the sites is attached as Appendix 3.

- 5.5 What this table shows is that the A511 site scores better across the range of criteria comparison to all other sites.
- the site is in the ownership of the Council with no acquisition costs;
  - the site has significant capacity for the required facilities and also future potential for expansion if required;
  - it is very accessible for cars, coaches and service vehicles with significant space for car parking;
  - it is in a very visible location off a major arterial route, close to Stephenson's College with potential for dual use opportunities; however
  - access by bus, walking and cycling would need to be considered/enhanced.
- 5.6 Members should be aware that as this exercise shows, whilst the A511 site is clearly the next preferred location, the site is not entirely straightforward. The site is currently allocated in the adopted Local Plan as Green Wedge and is proposed for inclusion in the emerging Local Plan as part of the Area of Separation (AOS) between Coalville and Whitwick. However, the AOS policy does include a provision to allow leisure uses and therefore having consulted with the Council's Head of Planning and Regeneration, Cabinet is advised that in principle a new leisure centre on the AOS is permitted by policy.
- 5.7 In order to fully establish the suitability of the A511 site, a detailed assessment of the site will need to be undertaken. It will be necessary to conduct a series of intrusive ground investigations; ecological assessments; traffic surveys and other investigatory works to help inform the design development process moving forward. At this stage, before any final decision is made, it will be important to understand any site challenges / opportunities before we commit the Council to this site. Therefore should Cabinet agree the recommendations of this report, those additional investigations will be undertaken ahead of a further report to Cabinet in October and a final report to Council which is scheduled for November 2017.
- 5.8 In order to establish that a leisure centre can be accommodated on the site, an initial assessment has already been conducted including a review of historic planning matters that may impact on site viability. In summary:
- As part of the design development process we would need to liaise closely with the coal authority
  - A financial contribution and/or some considered tree planting would be required given its National Forest status. Suitable mitigation measures will need to be implemented as part of the project
  - The areas of the site within close proximity to the A511 are at risk of flooding. This is not unexpected and the designs will need to accommodate this accordingly, in consultation with the County Council (as lead flood authority)
- 5.9 It is not considered that any of the factors mentioned above are insurmountable. An indicative plan to show how the leisure centre may be configured on this site is attached at Appendix 4.
- 5.10 As a result of the further investigations, Cabinet are now advised that the most suitable site to accommodate a new district leisure centre is that of land on the A511 (Appendix 5). Whilst this site sits within the Area of Separation between Coalville and Whitwick, the planning position is clear that in principle a leisure use would be permitted. Furthermore,

much of the feedback already received about this site suggests that there would be considerably more support for such a community lead use on the site than on the previously preferred site at Bridge Road car park.

## **6.0 FACILITY MIX**

- 6.1 The Sports Consultancy in their report, through a comprehensive assessment of current and likely future demand, proposed a suggested facility mix for a new centre in Coalville. Following consultation and engagement, this has been revised to include:

- 8 court sports hall
- 8 lane x 25m pool
- 15m x 8.5m learner pool with moveable floor
- 150 station health and fitness suite
- Multi-activity studio, large enough to be sub-divided to 2 x separate rooms
- 1 spin studio
- 3 squash courts
- Vending area(s)
- Café / bar
- External area for 250 car park spaces

- 6.2 The project is therefore currently proceeding using this suggested mix as a starting point for negotiations with contractors although the exact facility mix may be amended as part of those negotiations with the preferred operator to help ensure the leisure centre is fit for purpose and is operationally as effective as possible

## **7.0 THE EXISTING HERMITAGE SITE**

- 7.1 As referred to earlier in this report, the affordability model for delivering a new leisure centre for the district currently assumes that the Council would dispose of the existing Hermitage site. When referring to the existing site, this means the site containing the existing leisure centre and associated car parking. However before a decision can be made to dispose of the site, there are a number of considerations for the Council. For example, the Council could choose to dispose of the site and specify the uses that it could only be used for in the future. Equally the Council could retain some of the land for community uses or car parking. Obviously all of these options would come at a cost and potentially impact on the affordability of the overall project.

- 7.2 At this stage in the project, it is too early to recommend what the eventual use of the existing Hermitage site should be. Instead a full options appraisal, including a financial appraisal, will be completed and reported back to Cabinet at the next reporting stage of the project. In the meantime, the Council will use the forthcoming consultation and engagement, over the coming months to engage with local communities to ensure their input into the options appraisal.

## **8.0 PUBLIC HEALTH / SPORTS INCLUSION**

- 8.1 Public leisure facilities and their operation have a key role to play in supporting the Council to deliver its public health objectives, directly supporting action to address health and wellbeing in Coalville and the wider District. The provision of a new, modern and future-proofed facility is intended to broaden and widen participation in sport and leisure, particularly amongst children and families who might not otherwise participate in structured forms of sport and leisure.
- 8.2 This project has an opportunity to address social challenges, promote active lifestyles, increase physical activity, reduce isolation and improve outcomes for individuals and communities. Alongside this project there will be a programme of inclusive engagement to help maximise the opportunities for engaging in sports / activity generally and, in concert with the prospective operators, the project team will ensure health equality / sports inclusion is a key driver behind the project.
- 8.3 The latest Health Profile for Leicestershire as a County, prepared by Public Health England, suggests the following:
- 8.3.1 the proportion of adults in North West Leicestershire who are classed as obese is 25%; this is slightly higher than the national average of 24%
- 8.3.2 The level of obesity in children within the District (16.2%) is lower than the national England Average of 18.7%
- 8.4 There is a real opportunity as part of this project to establish a Health and Wellbeing Strategy to help focus the Council's approach to tackling inequalities that will improve the health, wellbeing and life chances of North West Leicestershire people.
- 8.5 It is anticipated that the provision of the new facility will further contribute to widening and increasing participation in sport and active recreation, thereby also contributing to health and wellbeing outcomes for local people.
- 8.6 The project team will:
- keep all stakeholders well informed about the process and progress with the project
  - allow stakeholders to have input into the process
  - ensure accurate and timely information is provided to stakeholders and the wider public
  - raise awareness of the council's role and leadership as we look at future options for leisure provision, to support the local economy with a centre that is affordable and accessible for all
  - engage with key partners and stakeholders to ensure their positive support and contribution to the work, such as Sport England and NGBs
  - ensure that the new leisure centre is promoted as part of the wider offer for Coalville and North West Leicestershire
  - be clear that there will be no loss of provision as the new centre is being built; Hermitage Leisure Centre will remain open until the Coalville centre is built

## **9.0 NEXT STEPS**

9.1 This report is placed before Cabinet as an update to the overall leisure project and to seek the agreement of Cabinet to continue with the project. Subject to Cabinet endorsement of this report, additional work will be undertaken over the next 2-3 months to look at the suitability of the A511 site for accommodating a new leisure centre. During that same period, additional public engagement will also take place to ensure that the final Council decision takes account of all stakeholders' views and opinions where appropriate.

9.2 It is therefore proposed, subject to Cabinet agreement that a period of consultation will include:

- Further meetings of the cross-party Member Reference Group;
- A special meeting of Policy and Development Group in August 2017;
- Attendance at relevant Parish Council meetings;
- Media and social media discussions and debates on the proposals.

Following this consultation, Cabinet will be asked to make their final recommendations to Council on 17 October 2017. Assuming Cabinet are content at that point, Council will be presented with the proposals for final decision on 21 November 2017.

9.3 Subject to Council agreement, procurement works will commence immediately thereafter via an OJEU (Official Journal of the European Union) compliant tender process with an appointment of a 'preferred bidder' by November 2018. It is likely that, once contracts are signed, works will start on site early 2019 and whilst the completion date is subject to the size / complexity of the building, it is suggested that an 18 month build programme be allowed with a new centre completed by mid 2020.

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

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North West Leicestershire District Council  
Proposed New Sports and Leisure Centre (“Project”)  
Procurement Evaluation Approach

## 1. Background

Martin Vickery has prepared a very helpful paper (“Original Paper”) setting out some of the advantages and disadvantages of the three main routes to delivering this project:

- Option A: Procurement of a building contractor through the traditional route, and separate procurement of a contractor to provide operation and maintenance services (O&M)
- Option B: Procurement of a building contractor through a design and build (D&B) process, and separate procurement of O&M. For simplicity, and because it appears clearly more advantageous, we have assumed for the purposes of this paper that a “two stage” (rather than one stage) Option B is being considered. The differences between these options are set out in more detail in the Original Paper
- Option C: Procurement of one contractor to deliver the design, build, operate and maintain obligations under one contractual arrangement (DBOM).

Using the Original Paper, the Council has considered its priorities and the extent to which each option addresses them. The Original Paper sets out in more detail the key features of each Option, and we have not sought to repeat them here.

## 2. Method of scoring

a. The Council has set out each of its key Priorities below:

- i. value for money
- ii. linked to value (and also to the number and quality of, and innovation demonstrated by the bids received), market appetite for and familiarity with the proposed Option

- iii. costs and time involved in the relevant procurement(s)
- iv. reduction of the risks retained by the Council, including integration risk
- v. retention of control over the Project, including input into design and method of service delivery

b. Each Option will be allocated a score between one and ten for each Priority, where a score of:

- i. ten indicates that the Option will completely address, and deliver upon the Priority;
- ii. a score of one indicates that the Option entirely fails to deliver on that Priority; and
- iii. a score of five indicates that the Option addresses and delivers upon the Priority, but with some material concerns,

with appropriately graduated scores for interim positions.

c. This will produce a score out of 50 for each Option. This will inform the Council's decision making process, and the Council's ultimate decision will take this into account matters "in the round", along with the recommendations of officers, views of stakeholders, and any strong input gleaned from the market engagement day.

d. For the purposes of this scoring exercise the Council has assumed that, whichever option is used, a process involving some dialogue is likely to be required between the bidders and the Council. This assumption is informed by both internal and external legal advice. Accordingly, the competitive procedure will be used and the scores have been awarded on this basis. The Council recognises that many of these Priorities, and advantages/disadvantages, are closely linked. Accordingly, this numerical scoring process can be a guide only (albeit a useful one) and is by its nature somewhat subjective.

e. There are additional options that have not been actively considered, and which would encompass inclusion of Council land as part of a wider regeneration. However, subject to comments to the contrary during market engagement, these will not be included. Moreover additional options, such as establishing a mutual entity to deliver the services, have not been considered for the purposes of this paper.

f. Finally, Annex A indicates the ways in which each advantage and disadvantage highlighted in the Original Paper have been taken into account in the scoring.

### 3. Executive summary and conclusion

- a. Option A is unlikely to be the best solution for a project of this complexity, largely due to integration risk, the need for successive procurement and resulting internal Council time and cost, and lost opportunities to drive value and innovation across the Project.
- b. Options B and C are viable choices. However, the “single procurement” approach, which integrates the risk and obligation in relation to design, build, operate and maintain under a single contract, is a significant upside to Option C and is the key reason that this route has been favoured.

**4. Scoring table**

<b>OPTION A - SEPARATE PROCUREMENTS OF A DESIGN TEAM, BUILDING CONTRACTOR AND OPERATOR</b>			
<u>Priority</u>	<u>Advantages</u>	<u>Disadvantages</u>	<u>Score and comments</u>
VfM	By greatly reducing the risk to be passed to the building contractor, build costs should be reduced when compared to Options B or C.	<p>A greater risk is potentially retained by the Council in relation to the interface between services and operations. We will be requiring the operator to “build this”, and this might present opportunities to seek additional payment - rendering the greater value derived from this Option somewhat illusory.</p> <p>It may also be that lack of integration between the design team, builder and operator will lead to increased costs.</p> <p>The “wrap” of a DBOM which encompasses both O&amp;M and D&amp;B may stimulate market interest and allow bidders greater opportunity to drive value across the whole package of D&amp;B and O&amp;M.</p>	<p><b>4/10</b></p> <p>There are both advantages and disadvantages to this method in terms of value, so a slightly below average score is appropriate.</p>

		The scope for contractor innovation is also reduced by separating these elements into discrete packages.	
Market appetite <sup>1</sup>	<p>There is likely to be appetite both for traditional building contracts, and for provision of O&amp;M. The market will be familiar with forms of building contract and O&amp;M agreements.</p> <p>By approaching the market separately for building works and O&amp;M, access to these markets may be maximised.</p>	There may be equal or greater appetite amongst the leading players in the leisure market for providing these services under the “wrap” of a DBOM. Although the aggregate pool of building and operating contractors may theoretically be greater, the pool of experienced leisure operators which the Council hopes to interest in the Project may be enhanced by a DBOM approach.	<p><b>3/10</b></p> <p>In the Council’s view, the disjointed nature of Option A is unlikely to be the most appealing to the market, and a below average score is therefore appropriate.</p>
Procurement costs and time	None.	<p>A major disadvantage of Option A is the “sequential” nature of the procurements (that is, the Council must procure a design team, then a builder, and also an O&amp;M contractor).</p> <p>It is unlikely to be the speediest route or most cost effective in terms of internal management time or external fees.</p>	<p><b>1/10</b></p> <p>As there are no clear advantages to this Option, a score of 1 is the best fit.</p>
Retention of risk	The key advantage to this option is that the build price will be based on completed designs, and should be certain subject to employer retained risks.	A significant disadvantage of this route is that “integration risk” between the design team, building contractor and O&M contractor must be managed and largely retained by the Council. As set out in the Original Paper, there are	<p><b>2/10</b></p> <p>As the only clear advantages to this Option may be undermined by increased integration costs</p>

<sup>1</sup> Scores for market appetite should of course be refined during market engagement

		ways to mitigate (but not eliminate) this risk.  This compares unfavourably with Option B (which brings much of the design and building risk together) and Option C (which brings design, build, and O&M risk together).	and reduction in scope for driving value and innovation across the Project, a score of 2 is the best fit.
Retention of control	Under this Option, the Council retains the greatest level of control over the design process and can manage quality control through direct relationships with the professional team. The Council will be fairly sure that it has the design it requires before going to market for a builder.	None.	<b>8/10</b>  Control of design will be retained, although this is undermined slightly by the impact this may have on later phases of the Project.
<b>TOTAL FOR OPTION A</b>			<b>18/50</b>
<b>OPTION B - SEPARATE PROCUREMENTS OF A DESIGN AND BUILD CONTRACTOR, AND OPERATOR</b>			
VfM	Relative to Option A, the decision to proceed is made with firmer knowledge of final cost.	By passing risk to the building contractor, build costs may be increased when compared to Option A.  It may also be that lack of integration between builder and operator will lead to increased costs.  The “wrap” of a DBOM, which encompasses both O&M and D&B, may	<b>2/10</b>  As there are few clear advantages in terms of VfM over either Option A or C, a low score is appropriate.

		<p>stimulate market interest and allow bidders greater opportunity to drive value across the whole package of D&amp;B and O&amp;M.</p> <p>The scope for contractor innovation is also reduced by separating D&amp;B and O&amp;M into discrete packages.</p>	
Market appetite	<p>There is likely to be appetite both for D&amp;B, and for provision of O&amp;M. The market will be familiar with forms of D&amp;B and O&amp;M agreements.</p> <p>By approaching the market separately for D&amp;B and O&amp;M, access to these markets may be maximised.</p>	<p>There may be equal or greater appetite amongst the leading players in the leisure market for providing these services under the “wrap” of a DBOM. Although the aggregate pool of D&amp;B and operating contractors may theoretically be greater, the pool of experienced leisure operators which the Council hopes to interest in the Project may be enhanced by a DBOM approach.</p>	<p><b>6/10</b></p> <p>In the Council’s view, there will be appetite for this opportunity, but the opportunities of a DBOM may be at least as attractive. An average score is therefore appropriate.</p>
Procurement costs and time	<p>By avoiding a separate design phase and then procurement, the overall time and cost of delivering the Project - relative to Option A - will be reduced.</p>	<p>The requirement for two procurements - one of a D&amp;B and one of an O&amp;M contractor - might result in greater costs and time between inception and operation of the Project relative to Option C.</p>	<p><b>6/10</b></p> <p>An average score is appropriate given that this may not be the optimum route.</p>
Retention of risk	<p>A key advantage of this model is the integration of risk between design and build responsibilities - with a single point of contact for addressing any of these issues following negotiation of the professional appointments to the</p>	<p>A significant disadvantage of this route is that “integration risk” between the design and build contractor and O&amp;M contractor must be managed and largely retained by the Council.</p> <p>This compares unfavourably with</p>	<p><b>6/10</b></p> <p>An average score is appropriate given that this may not be the optimum route.</p>

	contractor.	Option C (which brings D&B and O&M risk together).	
Retention of control	Under this Option, the Council will retain control over appointment of a D&B and, separately, O&M contractor.	Less control over the design is possible than under Option A.	<b>7/10</b>  This Option leads to a high level of control
<b>TOTAL FOR OPTION B</b>			<b>27/50</b>
<b>OPTION C - DBOM</b>			
VfM	Cost certainty across the Project can be achieved, and economies of scale, efficiencies and innovation may be employed to drive value.	By passing risk to the building contractor, build costs may be increased when compared to Option A.  Risk of integration between D&B and O&M elements may also result in an additional "risk premium" being paid by the Council.	<b>5/10</b>  There are both advantages and disadvantages to this method in terms of value, so an average score is appropriate.
Market appetite	There may be a smaller pool of contractors to draw from in relation to this option, when compared to either Option A or Option B.	Despite this, there is a bidding community which is both experienced in, and familiar with, the DBOM model for leisure procurements.	<b>6/10</b>  In the Council's view (again, this can be assessed further during market engagement) this model is capable of forming an appealing offer to the market, but is not clearly superior in this respect to Option B. A score of 6 is

			therefore awarded.
Procurement costs and time	A single procurement process, and the implications for reduced time and costs, is a considerable advantage of this model.	None.	<b>10/10</b>  This model appears to be the optimum solution for the Council in this regard, and so full marks have been awarded.
Retention of risk	A key advantage of this model is the ability to transfer “integration risk” between design, build and operation to the contractor. Moreover, the Sport England standard form transfers, or shares, a number of key risks with or to the contractor.	None.	<b>10/10</b>  The integrated DBOM model presents greater opportunities for optimum risk transfer and allocation than either Option A or B.
Retention of control	Under this model, the Council has a series of contractual rights over the design, build and operation of the facilities. By framing the contract and procurement appropriately (including PQQ standards and award criteria) a significant level of control over the Project can be delivered.	However, there is less control in this model than under the separate procurement approaches of Option A or B, and the Council is sacrificing some level of control in order to obtain VfM, ease of procurement, and risk transfer.	<b>4/10</b>  This option represents the greatest transfer of control to the operator, and so a below average score is appropriate.
<b>TOTAL FOR OPTION C</b>			<b>35/50</b>



# APPENDIX 3

Initial Criteria (Pass / Fail)		Bridge Road Car Park	Cropston Drive	Grieves Site	Land Adjacent to the A511	Stenson Square	Snibston
Site capacity							
Does the site have adequate capacity to accommodate the building and car parking required? (Yes = Pass. No = Fail)		Pass	Pass	Pass	Pass	Fail	Pass

Scored criteria (0=no score, as not possible to meet the criteria, low fit = 1, medium fit = 2, high fit = 3)	Weighting (% based on relative importance)	Bridge Road Car Park	Cropston Drive	Grieves Site	Land Adjacent to the A511	Stenson Square	Snibston
<b>1 - Council ownership</b>							
Is the site in the ownership of the Council (the site is owned by the Council = 3, the site is not in Council ownership = 0)	25%	3	3	0	3	0	0
Score	Sub Total	25%	25%	0%	25%	0%	0%
<b>2 - Relative cost and difficulty of acquiring the site</b>							
What is the relative cost and deliverability of the site (No acquisition costs = 3, relatively high cost and owner unlikely to sell the site for leisure development = 1)	25%	3	3	1	3	0	2
Score	Sub Total	25%	25%	8%	25%	0%	17%
<b>3 - Accessibility (Private Car)</b>							
How well is the site served by road access for cars & coaches including parking? (very accessible with good on site parking capacity = 3, access is difficult with restricted parking = 1)	5%	2	2	3	3	0	3
Score	Sub Total	3%	3%	5%	5%	0%	5%
<b>4 - Accessibility (Public Transport)</b>							
How easily accessible is the site by public transport, cycling and walking? (very accessible in close proximity to public transport stops = 3, remote from public transport stops = 1)	5%	3	1	3	2	0	3
Score	Sub Total	5%	2%	5%	3%	0%	5%
<b>5 - Planning Issues</b>							
Impact of planning issues likely to affect/restrict the proposed development (planning policy and issues are generally supportive of development = 3, planning policy and issues are generally not supportive of development = 1)	20%	2	1	2	1	0	2
Score	Sub Total	13%	7%	13%	7%	0%	13%
<b>6 - Visibility of the site / potential frontage</b>							
Is the site in a visible location that will help attract new users to the site (site located in a very visible location = 3, site not located in a visible location = 1)	10%	2	1	3	3	0	1
Score	Sub Total	7%	3%	10%	10%	0%	3%
<b>7 - Contribution to 'Confidence in Coalville' Objectives</b>							
The extent to which use of the site will help deliver the Council's aims for regeneration of the town centre and the Council's Confidence in Coalville vision (the site is located in an area where it can contribute directly to the 'Confidence in Coalville' objectives = 3, site not able to make a significant contribution to 'Confidence in Coalville' objectives = 1)	10%	3	1	3	1	0	2
Score	Sub Total	10%	3%	10%	3%	0%	7%
<b>Total Score</b>		88%	68%	52%	78%	0%	50%
<b>Ranking</b>		1	3	4	2	6	5

Site	Total Score	Ranking				
Bridge Road Car Park	88%	1				
Land Adjacent to the A511	78%	2				
Grieves Site	52%	4				
Stenson Square	0%	6				
Cropston Drive	68%	3				
Snibston	50%	5				
Scored Criteria	Bridge Road Car Park	Cropston Drive	Grieves Site	Land Adjacent to the A511	Stenson Square	Snibston
1 - Council ownership	25%	25%	0%	25%	0%	0%
2 - Relative cost and difficulty of acquiring the site	25%	25%	8%	25%	0%	17%
3 - Accessibility (Private Car)	3%	3%	5%	5%	0%	5%
4 - Accessibility (Public Transport)	5%	2%	5%	3%	0%	5%
5 - Planning issues	13%	7%	13%	7%	0%	13%
6 - Visibility of the site / potential frontage	7%	3%	10%	10%	0%	3%
7 - Contribution to 'Confidence in Coalville' Objectives	10%	3%	10%	3%	0%	7%
<b>Total</b>	<b>88%</b>	<b>68%</b>	<b>52%</b>	<b>78%</b>	<b>0%</b>	<b>50%</b>
<b>Ranking</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>6</b>	<b>5</b>

**APPENDIX 4**



**Notes**

Do not scale from this drawing. For discrepancies or omissions contact the issuer.

Copyright reserved. This drawing and all design information within must not be copied or disclosed to any third party without the prior written consent of Coventry City Council.

This drawing is to be read in conjunction with all relevant specifications and drawings issued by the architect, consultants and other specialists.

All working dimensions are to be checked on site by the contractor prior to work commencing to include levels and sewer invert heights where applicable.

Materials and workmanship are to comply in all respects with current British Standards and Codes of Practice and Building Regulations.

Building Control Ref.	
Revision	Date

**ALL DIMENSIONS TO BE CHECKED ON SITE**



**Place Directorate**  
 Project Delivery Team  
 Property Asset Management Services  
 Fifth Floor, Civic Centre 4  
 Much Park Street  
 Coventry CV1 2PY  
 Tel: 024 7683 Ext: 2144  
 Fax: 024 7683 1895

**Project**

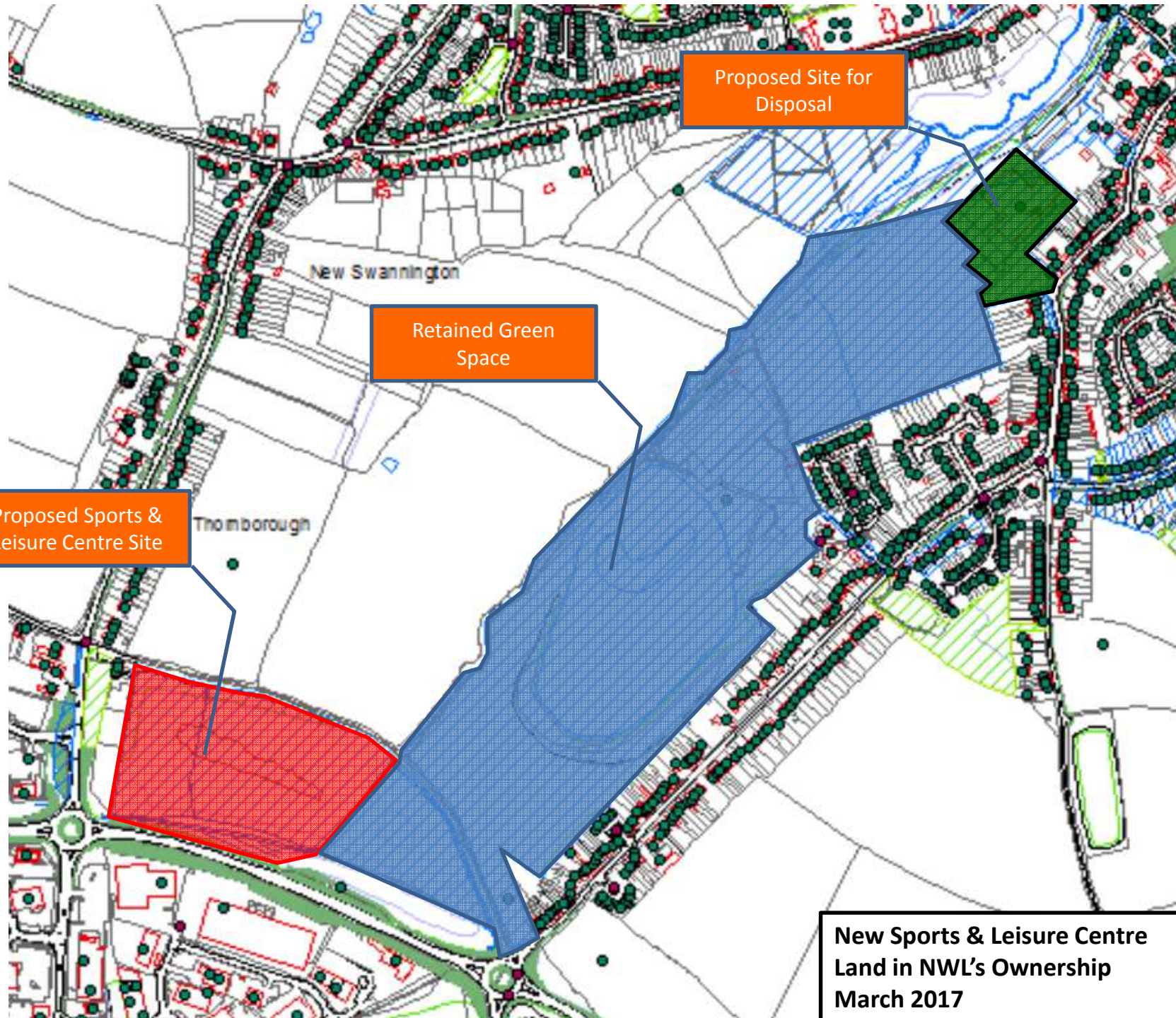
**Leisure Development at Stephenson Way Coalville**

**Title**

**Sketch Proposal**

Drawn by <b>AC</b>	Scale <b>1:1250 @ A3</b>
Checked <b>MV</b>	Date <b>6.02.17</b>
Project No. <b>NWLDC</b>	Drawing No. <b>P.NWC.LC.P04</b>
	Rev. <b>-</b>

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Proposed Sports & Leisure Centre Site

Retained Green Space

Proposed Site for Disposal

New Sports & Leisure Centre  
Land in NWL's Ownership  
March 2017

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Proposed New Sports and Leisure Centre  
Coalville

**Project Execution Plan**

**May 2017**

## **1.0 Background / Information**

- 1.1 This Project Execution Plan (PEP) is intended to outline how North West Leicestershire District Council ('NWL') will deliver a proposed new sports and leisure facility. It is specifically intended to set out how the Council will procure the varying disciplines and how it will manage risk from inception to completion.
- 1.2 NWL intend to replace the existing Hermitage Leisure Centre on a new site adjacent to the A511 with a new sports and leisure facility ('the Centre').
- 1.3 The Centre will, once fully operational, result in the closure of the existing Hermitage site with a subsequent demolition in readiness for disposal.
- 1.4 The key drivers behind the project are as follows:
- The provision of a long term solution to the identified current and future sporting needs of Coalville and the wider district.
  - The provision of a high quality new centre that provides a commercially viable sports and leisure offer for the District.
  - A step change in the quality of provision for the community, enhancing leisure facilities for the next 40 years.
  - A high quality design in line with the Council's aim to improve the quality of the built environment across the wider portfolio.
  - The delivery of wider health and wellbeing benefits for the local community, through increased participation
- 1.5 The Centre needs to be financially viable within the affordability envelope and generate additional income through an increased customer base and participation – which is reliant on the design and construction of an efficient building in terms of layout, flow, staffing and environmental controls.
- 1.6 The procurement strategy and delivery model will need to take account of NWL's desire for a high quality facility together with the overall budget to help minimise risk – especially in respect of programme and cost overrun.
- 1.8 Careful cost, programme and risk management will be required by all involved in the scheme.
- 1.9 The Council will deliver the new facility via a DBOM delivery approach.
- 1.10 This PEP is intended to be a live document and will be used by all, amended to suit the appropriate stage of the project

## **2.0 Design Requirements**

- 2.1 NWL, through The Sports Consultancy, have worked to establish an overarching business case together with a suggested mix of facilities.

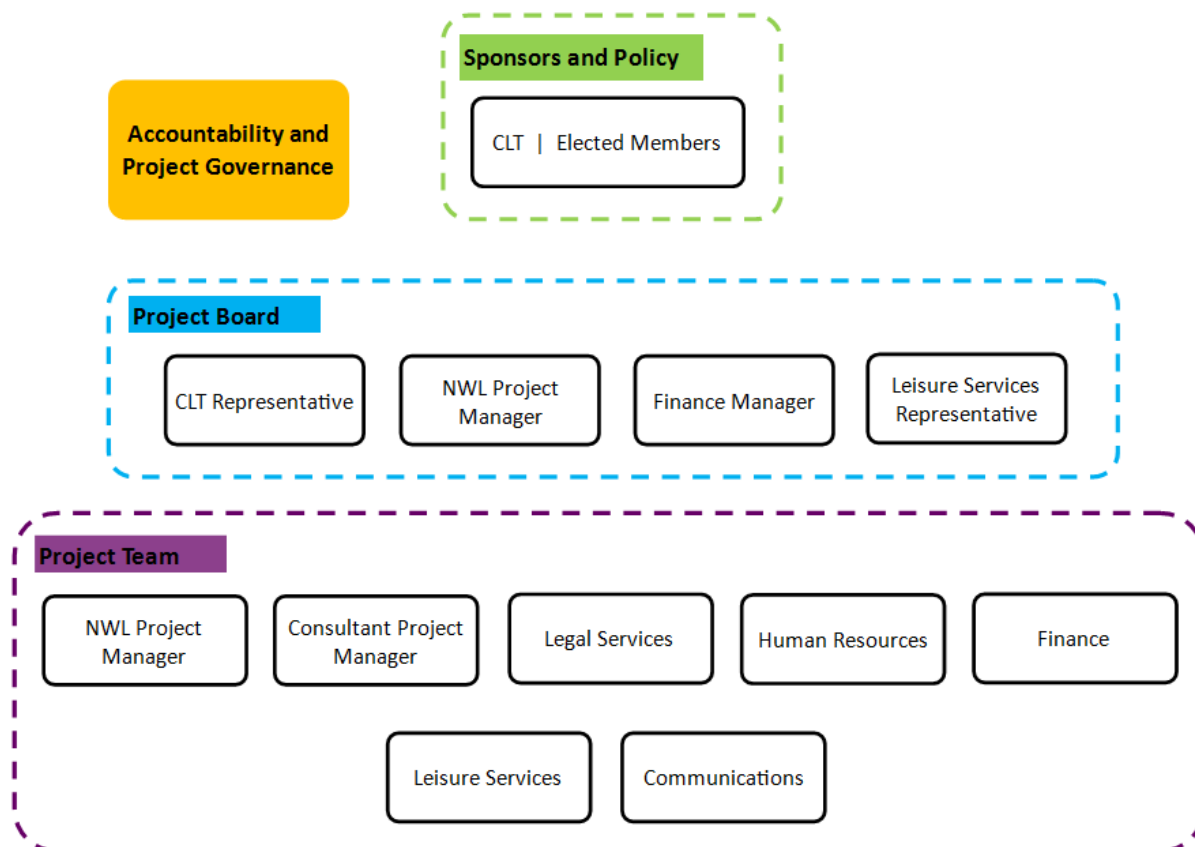


- 2.2 The proposed facilities for the Centre are as follows:
- 8 court sports hall
  - 8 lane x 25m pool
  - 15m x 8.5m learner pool with moveable floor
  - 150 station health and fitness suite
  - Multi-activity studio, large enough to be sub-divided to 2 x separate rooms
  - 1 spin studio
  - 3 squash courts
  - Vending area(s)
  - Café / bar
  - External area for 250 car park spaces
- 2.3 Where relevant, all designs will accord with and meet criteria set out by their associated representative body, i.e. Amateur Swimming Association (ASA), Sport England etc.
- 2.4 An Outline Design Brief has been prepared to help encapsulate NWL's requirements; this should not be seen as exhaustive and will be developed as the project progresses.
- 2.5 The centre must be specified and designed to best-meet the current and future needs of the District.

### 3.0 Governance / Delivery Structure

3.1 NWL are clear that properly established governance is paramount to the success of the project. Clear accountability is to be established from the outset and NWL, working alongside CBRE as their project managers, will be keen to ensure that all parties buy-in to and recognise the importance of the agreed delivery structure.

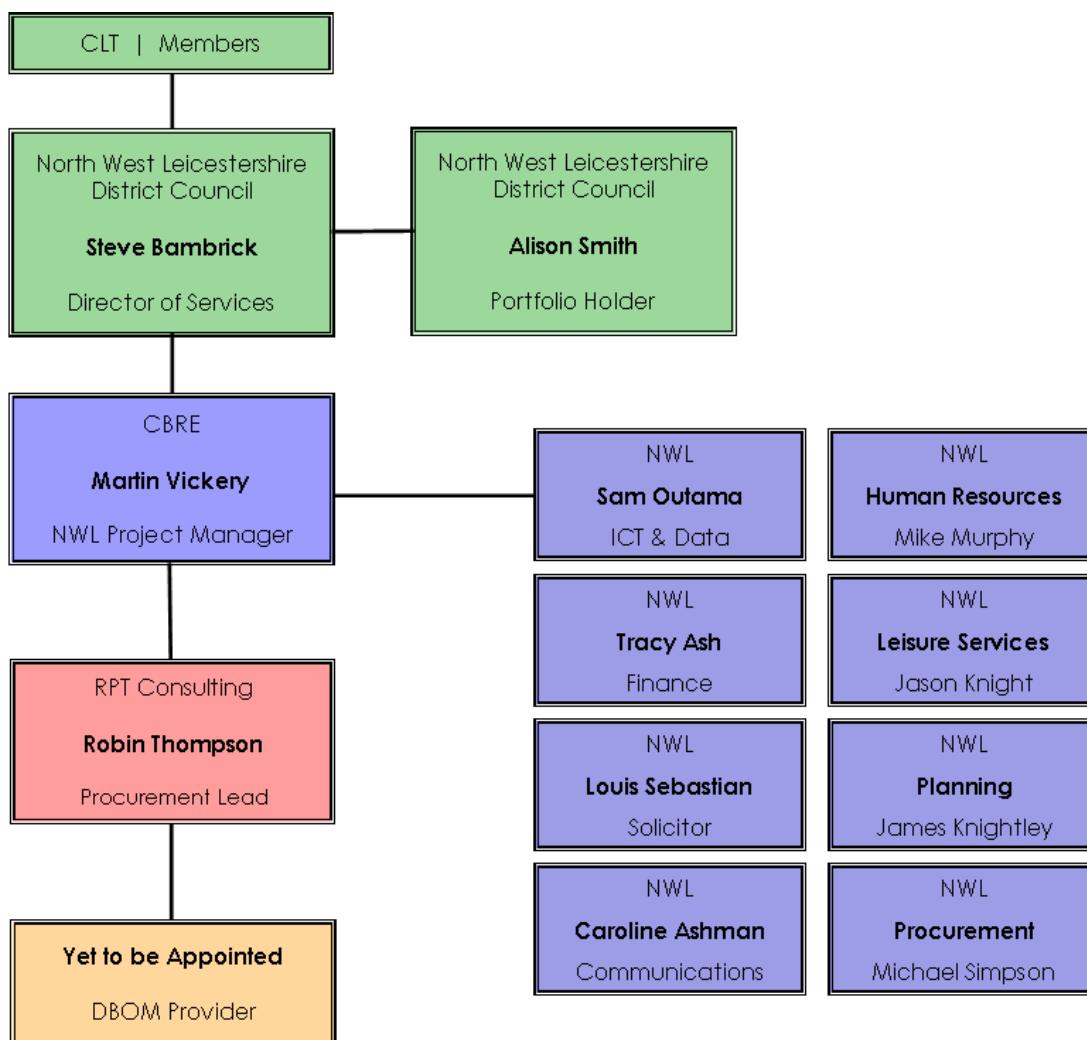
3.2 The intended governance is as follows:



- |     |                     |  |
|-----|---------------------|--|
| 3.3 | Sponsors and Policy | <ul style="list-style-type: none"> <li>• Approve the overall project together with the proposed procurement strategy and development principles.</li> <li>• Approve the funding of the project and accept it as a line within the NWL’s capital programme.</li> <li>• Delegate approval to the Project Board in respect of the procurement strategy; appointment methodologies; spend approval and the project delivery structure.</li> </ul>                    |
| 3.3 | Project Board       | <ul style="list-style-type: none"> <li>• Consider and manage the strategic context of the project in relation to other aspirations within Coalville and the wider area.</li> <li>• Approve the processes of procurement; appointments and capital spend through the delegated authority from CLT and Members.</li> <li>• Provide strategic project guidance in relation to the broader context of wider Coalville Project and other key developments.</li> </ul> |

- Approve key milestones in terms of budget and ongoing spend together with variations throughout the life of the project
  - Receive programme and budget reports from the Project Team.
- Project Team
- Provide strategic input to the project and provide the link to the Project Board.
  - Champion and lead the delivery of the project against the agreed milestones and budget parameters.
  - Provide the interface between the consultants and contractor and NWL's internal team.
  - Continually monitor the progress of the project against the agreed deliverables and the expectations of the wider Coalville Project.
  - Provide connection into other external consultants and Council resource as required and coordinate the interface of this resource into the Project Team as and when required.
  - Ensure that the project is suitably and appropriately resourced.
  - Make budget and resource recommendations to the Project Board
  - Provide sign off for the project at key stages and against key milestones.
  - Manage and oversee the development and progress of the project at a detailed level.
  - Work directly with the Consultant Team to monitor the progress of the project and 'manage out' issues and challenges.
  - Manage and recommend all variations and applications for payment throughout the project.

3.4 The operational project structure, which is also intended to reflect communication lines, is to operate as follows:



- 3.5 Project Owners
- Manage and coordinate the presentation of the project to CLT and Members for approval.
  - Overall responsibility for the delivery of the project in accordance with the agreed strategy and the associated approvals.
  - Oversee and manage the involvement of the Project Board throughout the duration of the project.
  - Define the overarching project management structure, responsibilities and associated processes.
  - Make budgetary decisions relating to changes / variations as part of the project where such variations should exceed a defined cost threshold.
  - Report the performance and provide regular updates to CLT and organisation-level programmes as required.
  - Have overall responsibility of NWL's interests and investment in the

project.

- |                                    |  |
|------------------------------------|--|
| <p>NWL<br/>Project<br/>Manager</p> | <ul style="list-style-type: none"> <li>• Oversee and provide the day to day management of NWL’s interests and investment in the project.</li> <li>• Own and manage the overall programme including the contract and construction timelines.</li> <li>• Ensure that all key stakeholders are kept informed as to progress and issues and be a point of contact for day to day communications.</li> <li>• Manage and coordinate the involvement of other Council departments and advisors as and when required throughout the delivery of the project.</li> <li>• Work with the Project Owners and NWL’s Solicitor to develop and implement procurement strategies as required.</li> <li>• Manage the Risk Register for the project and ensure that significant risks are reported to the Project Board.</li> <li>• Continually update the Project Execution Plan, in concert with the Project Owners, to reflect any key changes.</li> <li>• Establish and own a clear change control process for the approval of variations and change requests.</li> <li>• Ensure that all Consultant, Contractor and Sub-Contractor warranties and collateral warranties are produced and executed.</li> <li>• Attend all site meetings with the Consultants and Contractor to monitor the progress, quality and budget of the project and report to the Project Board accordingly.</li> </ul> |
| <p>Finance<br/>Manager</p>         | <ul style="list-style-type: none"> <li>• Ensure that all options and proposals are financially modelled to demonstrate viability against the available capital resource and future operational revenue requirements.</li> <li>• Manage NWL’s resources and contribution to the project including ongoing financial management and monitoring.</li> <li>• Ensure that the capital budget and profile of expenditure is available within NWL’s capital budgets.</li> <li>• Receive detailed project budget and cash flow updates from the Lead Project Manager and report these to the Project Board as required.</li> </ul>   |

#### **4.0 Procurement Route**

- 4.1 The new sports and leisure centre, including the outsourcing of the associated service, will be delivered via a DBOM delivery route.

#### **5.0 Consultation and Engagement**

- 5.1 A detailed and robust communications and engagement strategy has been produced as part of the project. This identifies the methodology for stakeholder engagement and ongoing involvement with key partners and is intended to be a live document for the duration of the project.

## **6.0 Cost Management**

- 6.1 An overarching cost management tool will be prepared and used by NWL's Project Manager for regular updates to the Project Owners.
- 6.2 Cost plans will be prepared at specific stages of the design development process and updated as the design advances.
- 6.3 Once the initial cost plan is agreed, it will be updated on each occasion that changes to the brief are approved and instructed. Where appropriate, a full cost benefit analysis will be carried out of proposed changes before implementation.
- 6.4 All cost plans will make allowances for design risk and include a NWL contingency for any unforeseen circumstances. This will then be reviewed as the design progresses and specific risks have been identified or mitigated.
- 6.5 A strict change control system will be implemented to ensure that any changes to the works are fully costed and the programme implications identified prior to instruction. The cost consultant will normally agree the cost of any changes with the contractor prior to instruction.
- 6.6 A similar approach will be adopted pre-contract once the Outline Design Brief has been signed off by the Project Board and the final design options have been clarified.

## **7.0 Risk Management**

- 7.1 A project risk register has been prepared and is included in Appendix A. The schedule identifies risks and states the probability of occurrence, the likely extent of impact on cost, programme or quality, and the parties who will be liable should the event occur.
- 7.2 The risk register deals with project-level risks only although they will need to be augmented with the Council's wider risk management strategy.
- 7.3 There must be an acceptance that not all risks can be mitigated / designed-out and instead, they need to be retained and managed by NWL.
- 7.4 The risk register will be a live document and must be updated regularly throughout the duration of the project.

## **8.0 Programme**

- 8.1 A project programme has been prepared which highlights the key decision gateways; procurement timeframe and critical path items for which the project team will be responsible.

**Phase 1 - Outline Feasibility / Viability Study (complete)**

Sports Consultancy engaged; site / needs analysis carried out; out line affordability model prepared

**Phase 2 - Stakeholder Engagement (ongoing)**

Cabinet approval in principal; Comms & Engagement strategy agreed; workforce engagement commenced; local ward Councillors group established

**Phase 3 - Business Case Approval (planned September 2017)**

Project team established; legal and technical advisors engaged; detailed funding strategy agreed; HR implications understood

**Phase 4 - Procurement and Operator Negotiation (planned September 2018)**

Procurement process; supplier interest; negotiation; contract & operator agreements; site surveys and investigations; TUPE implications

**Phase 5 - Operational (Q2 2020)**

Once new facility opens NWL will close and decommission Hermitage site; service continuity to be maintained; soft-landing intent with careful transition required

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# Notice of Executive Key Decisions

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

The date of publication of this notice is Friday, 18 August 2017. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on 19 September 2017 is 5pm Friday, 8 September 2017.**

## Key Decisions

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

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

## The Council's Executive

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

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

## Confidential Items and Private Meetings of the Executive

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

## Access to Agenda and Related Documents

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

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

## Executive Decisions

Decision	Decision Maker	Status of Decision	Public or Private  (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
<b>September 2017</b>						
Medium Term Financial Strategy	Cabinet	Key	Public	19 September 2017	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Interim Director of Resources Tel: 01530 454833 andrew.hunkin@nwleicestershire.gov.uk	Report
Authority to award gas contract	Cabinet	Key	Public	19 September 2017	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Interim Head of Transformation Tel: 01530 454520 anita.onwuchekwa@nwleicestershire.gov.uk	Report
Authority to undertake procurement and award contract for maintenance of fire safety equipment	Cabinet	Key	Public	19 September 2017	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Interim Head of Transformation Tel: 01530 454520 anita.onwuchekwa@nwleicestershire.gov.uk	Report

Decision	Decision Maker	Status of Decision	Public or Private  (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Dog Warden and Kennelling Contract	Cabinet	Non-Key	Part Private Information relating to the financial or business affairs of any particular person (including the authority holding that information) Information which is subject to any obligation of confidentiality.	19 September 2017	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk  Head of Legal and Support Services Tel: 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk	Officer Report Dog Warden and Kennelling Contract
Discretionary Rate Relief Scheme	Cabinet	Key	Public	19 September 2017	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Interim Director of Resources Tel: 01530 454833 andrew.hunkin@nwleicestershire.gov.uk	Discretionary Rate Relief Scheme
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Part Private Some background papers contain exempt information	19 September 2017	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Interim Director of Resources Tel: 01530 454833 andrew.hunkin@nwleicestershire.gov.uk	Report

<b>Decision</b>	<b>Decision Maker</b>	<b>Status of Decision</b>	<b>Public or Private</b> <small>(and reason – where private)</small>	<b>Date of Decision</b>	<b>Contacts</b>	<b>Documents to be submitted to the Decision Maker</b>
Quarter 1 Performance Report	Cabinet	Non-Key	Public	19 September 2017	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk  Head of Legal and Support Services Tel: 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk	Report
Minutes of the Coalville Special Expenses Working Party	Cabinet	Non-Key	Public	19 September 2017	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk  Head of Economic Development Tel: 01530 454773 kay.greenbank@nwleicestershire.gov.uk	Report and Minutes Minutes of the Coalville Special Expenses Working Party
<b>October 2017</b>						
Revaluation of Council Housing Stock	Cabinet	Key	Public	17 October 2017	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk  Head of Housing Tel: 01530 454780 chris.lambert@nwleicestershire.gov.uk	Report
<b>November 2017</b>						

<b>Decision</b>	<b>Decision Maker</b>	<b>Status of Decision</b>	<b>Public or Private</b>  (and reason – where private)	<b>Date of Decision</b>	<b>Contacts</b>	<b>Documents to be submitted to the Decision Maker</b>
Quarter 2 Performance Report	Cabinet	Non-Key	Public	14 November 2017	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk  Head of Legal and Support Services Tel: 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk	Report
Minutes of the Coalville Special Expenses Working Party	Cabinet	Non-Key	Public	14 November 2017	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk  Head of Economic Development Tel: 01530 454773 kay.greenbank@nwleicestershire.gov.uk	Report and Minutes of Meeting Minutes of the Coalville Special Expenses Working Party
<b>December 2017</b>						
Draft General Fund Revenue Budget	Cabinet	Key	Public	12 December 2017	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Interim Director of Resources Tel: 01530 454833 andrew.hunkin@nwleicestershire.gov.uk	Report
Capital Programmes Projected Outturn and Draft Capital Programmes	Cabinet	Key	Public	12 December 2017	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Interim Director of Resources Tel: 01530 454833 andrew.hunkin@nwleicestershire.gov.uk	Report

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Housing Revenue Account (HRA) Budget Proposals	Cabinet	Key	Public	12 December 2017	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Interim Director of Resources Tel: 01530 454833 andrew.hunkin@nwleicestershire.gov.uk	Report
Leicester and Leicestershire Enterprise Partnership Strategic Economic Plan	Cabinet	Key	Public	12 December 2017	Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk  Head of Economic Development Tel: 01530 454773 kay.greenbank@nwleicestershire.gov.uk	Cabinet report and (draft) LLEP SEP Leicester and Leicestershire Enterprise Partnership Strategic Economic Plan
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Part Private Some background papers contain exempt information	12 December 2017	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Interim Director of Resources Tel: 01530 454833 andrew.hunkin@nwleicestershire.gov.uk	Report
<b>January 2018</b>						
Council Tax Base 2018/19	Cabinet	Key	Public	16 January 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Interim Director of Resources Tel: 01530 454833 andrew.hunkin@nwleicestershire.gov.uk	Report



Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
<b>February 2018</b>						
General Fund and Special Expenses Revenue Budgets	Cabinet	Key	Public	6 February 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Interim Director of Resources Tel: 01530 454833 andrew.hunkin@nwleicestershire.gov.uk	Report
Capital Programmes	Cabinet	Key	Public	6 February 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Interim Director of Resources Tel: 01530 454833 andrew.hunkin@nwleicestershire.gov.uk	Report
Housing Revenue Account (HRA) Budget and Rent Increase	Cabinet	Key	Public	6 February 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Interim Director of Resources Tel: 01530 454833 andrew.hunkin@nwleicestershire.gov.uk	Report
The Treasury Management Strategy Statement and Prudential Indicators	Cabinet	Key	Public	6 February 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Interim Director of Resources Tel: 01530 454833 andrew.hunkin@nwleicestershire.gov.uk	Report

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Council Delivery Plan	Cabinet	Non-Key	Public	6 February 2018	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk  Head of Legal and Support Services Tel: 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk	Report and Draft Plan Council Delivery Plan
<b>March 2018</b>						
Quarter 3 Performance Report	Cabinet	Non-Key	Public	6 March 2018	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk  Head of Legal and Support Services Tel: 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk	Report
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Part Private Some background papers contain exempt information	6 March 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Interim Director of Resources Tel: 01530 454833 andrew.hunkin@nwleicestershire.gov.uk	Report
Minutes of the Coalville Special Expenses Working Party	Cabinet	Non-Key	Public	6 March 2018	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk  Head of Economic Development Tel: 01530 454773 kay.greenbank@nwleicestershire.gov.uk	Report and Minutes from Meeting Minutes of the Coalville Special Expenses Working Party

**POLICY DEVELOPMENT GROUP – WORK PROGRAMME (as at 11/08/17)**

Date of Meeting	Item	Lead Officer	Witnesses
<b>20 September 2017</b>			
20 September 2017	Presentation on NWLDC Customer Services		
20 September 2017	Small Grants Annual Report	Andrew Hunkin, Interim Director of Resources	
20 September 2017	Gas Supply in Rural Areas (Discussion item to question invited guests)	Andrew Hunkin, Interim Director of Resources	Representatives from the most appropriate agency
20 September 2017	Policy Development Group Annual Update Report	Andrew Hunkin, Interim Director of Resources	
20 September 2017	Review of Planning Committee Scheme of Delegation	Jim Newton, Head of Planning and Regeneration	
20 September 2017	Review of Housing Allocations Policy	Chris Lambert, Head of Housing	
<b>10 January 2018</b>			
10 January 2018	Council Delivery Plan	Elizabeth Warhurst, Head of Legal and Support Services	
10 January 2018	Draft General Fund Revenue Budget Proposals and Capital Programmes 2018/19	Tracy Ashe	
10 January 2018	Housing Revenue Account (HRA) Budget Proposals 2018/19	Chris Lambert, Head of Housing	
<b>7 March 2018</b>			
	No items		

Date of Meeting	Item	Lead Officer	Witnesses
<b>27 June 2018</b>			
	No items		