

Meeting	POLICY DEVELOPMENT GROUP
Time/Day/Date	6.30 pm on Wednesday, 6 March 2019
Location	Council Chamber, Council Offices, Coalville
Officer to contact	Democratic Services (01530 454512)

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
Under the Code of Conduct members are reminded that in declaring disclosable interests you should make clear the nature of that interest and whether it is pecuniary or non-pecuniary.	
3. PUBLIC QUESTION AND ANSWER SESSION	
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.	
4. MINUTES	
To approve and sign the minutes of the meeting held on 6 February 2019	3 - 8
5. TENANCY AGREEMENT CHANGES	
Report of the Head of Housing and Property	9 - 40
6. S106 AGREEMENT CONTRIBUTIONS TO HEALTH - ANNUAL UPDATE	
Report of the Planning Policy Team Manager	41 - 44
7. NORTH WEST LEICESTERSHIRE ECONOMIC GROWTH PLAN 2019-21	
Report of the Head of Economic Regeneration	45 - 100
8. UPDATE ON UNIVERSAL CREDIT	
Report of the Head of Customer Services	101 - 108

9. 2018/19 QUARTER 3 PERFORMANCE REPORT

Report of the Head of Human Resources and Organisation Development **109 - 150**

10. COUNCIL DELIVERY PLAN 2019/2020

Report of the Head of Human Resources and Organisation Development **151 - 166**

11. 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. **167 - 178**

Circulation:

Councillor R Ashman
Councillor N Clarke
Councillor T Eynon
Councillor G Houl
Councillor P Purver
Councillor V Richichi
Councillor A C Saffell
Councillor S Sheahan
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, 6 FEBRUARY 2019

Present: Councillor M Specht (Chairman)

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

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

Portfolio Holders: Councillors R D Bayliss

Officers: Mr G Jones, Mr C Lambert, Mr M Murphy, Mr D Scruton, Mr L Sebastian and Mrs R Wallace

47. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor N Smith.

48. DECLARATION OF INTERESTS

There were no declarations of interest.

49. PUBLIC QUESTION AND ANSWER SESSION

None.

50. MINUTES

Consideration was given to the minutes of the meeting held on 9 January 2019.

It was moved by Councillor V Richichi, seconded by Councillor M Specht and

RESOLVED THAT:

The minutes of the meeting held on 9 January 2019 be approved and signed by the Chairman as a correct record.

51. USE OF BAILIFFS REVIEW

The Strategic Director of Housing and Customer Services presented the report to Members.

Councillor V Richichi asked if income was lost regularly due to the arrears of vulnerable customers. The Strategic Director of Housing and Customer Services reported that the collection rate was approximately 97.5 percent, which indicated that the vast majority of customers did pay their council tax. Each case that involved a vulnerable customer in arrears would be assessed to determine the best plan of action. Vulnerable customers in this situation were often given longer timeframes to make repayments before any further action was taken. He assured Members that enforcement agencies were only used as a last resort in all cases.

Councillor A C Saffell entered the meeting at this point in the discussions.

Councillor T Eynon raised concerns regarding recommendation 2 of the report. She felt it was difficult to agree that the council's use of enforcement agents was proportionate and reasonable without any accompanying data. She asked for the following information:

- The percentage of people in arrears that were classed as vulnerable.
- The percentage of people that were in arrears with no further action taken as yet, who had been assessed for vulnerability.
- The percentage of people in arrears that received Universal Credit.

Councillor T Eynon was also aware of other authorities that allowed arrears to be carried forward into the new financial year, and instead of using enforcement to collect money owed, they put rigid payment plans in place for a longer period. The Strategic Director of Housing and Customer Services responded that he was happy to look into this method of dealing with arrears and would provide the information requested to Councillor T Eynon outside of the meeting. He informed Members that the Council's current working practises were not out of balance with what other authorities did. Councillor T Eynon requested that the report be brought back to the committee to include further details, plus the information that was provided to the Revenues and Benefits Joint Committee in January regarding the Money Advice Service Creditor Toolkit.

The Chairman proposed that the Strategic Director of Housing and Customer Services provide the information as requested outside of the meeting and if Councillor T Eynon still felt that it should be brought back for consideration at Committee, then arrangements could be made for it to go onto the work programme. Councillor T Eynon did not agree as she felt the whole committee should consider the information for effective scrutiny. The Strategic Director of Housing and Customer Services did not feel that any further data would add value to the report, especially as the initial issue with the (incorrect) comparison with Chesterfield Borough Council had been clarified. Regarding the report coming back to committee, the Strategic Director of Housing and Customer Services explained that ultimately it was a decision for the Members when considering the current heavy work programme.

Councillor N Clarke raised concerns regarding the fees added to the debt once it was passed to the enforcement agents. He felt that if the customers were already struggling to pay what was owed, the addition of fees would make matters worse. The Strategic Director of Housing and Customer Services agreed to look at the issue further and report to Councillor N Clarke outside of the meeting.

In reference to the 'six steps for local authorities' recommendations from the Money Advice Trust, Councillor S Sheahan felt that the actions being taken by NWL were very woolly and he would like to see a public commitment made. He asked for clarity on what was actually being done so that the groups could have a political impact.

The Strategic Director of Housing and Customer Services went through each step and clarified the authority's' position.

1. Make a clear public commitment to reduce bailiffs over time – it was clarified that this was not something that would be committed to at this time, as it was important that the Council had all collection enforcement options at their disposal, and fulfil their statutory duty to maximise collection rates.
2. Review signposting to free debt advice, including phone/online channels – it was clarified that this was something that was done already and was detailed within the report.
3. Adopt the Financial Statement to objectively assess affordability – it was agreed that this step did need some further investigation and clarification.

4. Put in place a formal policy covering residents in vulnerable circumstances – it was clarified that there was already a policy in place and it was applied.
5. Exempt council tax support recipients from bailiff action - a commitment was not being made now, as there was a duty to maximise collections. In addition, there was always a danger of having one rule for one and not for others.
6. Sign the Council Tax Protocol and examine the Money Advice Service toolkit for working with debt advice agencies – It was clarified that there was an intention to sign the protocol.

Councillor S Sheahan agreed that it was important to protect the income but he believed there needed to be a more humane way to collect it. He felt strongly that the Council should commit to reducing the use of bailiffs in the future as the process should be improved enough to not need them. He did not believe that enough was being done to commit to the public. The Strategic Director of Housing and Customer Services reiterated that there was no plan to make the commitment at the moment as it was a necessary part of the collection process and without it, there could be a detrimental impact on collection rates. If collection rates were to fall then there would be an impact on services elsewhere.

Councillor V Richichi felt that taking a softer approach as suggested might end up costing the council more money due to officer time. He felt strongly that as a statutory authority with a duty to collect council tax, bailiffs should be used as part of the process if required.

Councillor S Sheahan clarified that he was not implying that the income should not be collected. He wanted the high collection rates to be maintained but wanted other options to be explored.

The Chairman reminded Members that as detailed within the report, enforcement agencies were only used as a last resort. Councillor S Sheahan felt that it would be helpful if a public statement was made to reflect this.

Councillor R Ashman felt that it would be a mistake to dismiss the use of enforcement agencies when it was necessary and therefore would not support a total exemption. He understood that they were used in a small minority of cases and he believed it was important to have this enforcement option available.

It was moved by Councillor M Specht, seconded by Councillor V Richichi and

RESOLVED THAT:

- a) The Revenues and Benefits Partnership's response to the recommendations made by the Money Advice Service in respect of the use of enforcement agent services for the non-payment of council tax and business rates be noted.
- b) The assurances from the Head of Customer Services that the Council's use of enforcement agents is proportionate and reasonable be noted.

52. HOMELESSNESS PREVENTION AND ROUGH SLEEPING STRATEGY 2018 - 2022

The Housing Strategy and Systems Team Manager presented the report to Members.

The Chairman asked how many cases of Homelessness there was currently in the district. The Housing Strategy and Systems Team Manager reported that the service dealt with approximately 200 cases per year and the levels were relatively low compared to neighbouring authorities. As he did not have the information at hand, it was agreed to provide the current number of cases outside of the meeting.

Councillor R Ashman felt that homelessness was being dealt with well in the area and he was aware of the support being provided by the Salvation Army. He thanked officers for a good comprehensive report that covered all types of homelessness.

In response to a question from Councillor V Richichi regarding rough sleepers, the Housing Strategy and Systems Team Manager explained that there was an annual check undertaken in association with other authorities and support services to assess the number of rough sleepers in the district. He confirmed that there was one case identified last year and that person had since been found a home. He explained that the service was very proactive in identifying vulnerable people in the district but circumstances did change on a daily basis, therefore he was constantly trying to develop new ways to work with those at risk of homelessness and that was the aim of the strategy.

Councillor V Richichi asked if parish councils were aware of the support available. The Housing Strategy and Systems Team Manager stated that all organisations, including Parish Councils that worked with vulnerable people were aware of what support was available and the team worked proactively with them.

In relation to the authority gaining the bronze homelessness standard in 2017, the Chairman asked for the figures for the different categories for a clearer understanding. The Housing Strategy and Systems Team Manager agreed to provide the information outside of the meeting.

Councillor S Sheahan commented on the recent increase in rough sleeping nationally in the cities due to people traveling in from smaller towns. He asked if information was shared between authorities to try to stop people going into the cities. The Housing Strategy and Systems Team Manager confirmed that there were links between authorities and rough sleepers were referred back to their home towns wherever possible. He added that the team did everything they could to stop people moving towards the cities but if they did leave the area, they were ready to accept them back when required. Councillor S Sheahan felt it would be useful to have a log for these cases so that rough sleepers' movements could be monitored. The Housing Strategy and Systems Team Manager reported that the authority had signed up to an agreement to contribute to a national database to track people's movements and therefore a better provision of support.

Councillor T Eynon was aware that local landlords were unwilling to accept tenants in receipt of benefits and one of the reasons for this was the difficulty in obtaining insurance policies. She asked if the council was willing to look into insurance indemnity options to support landlords when accepting tenants in receipt of benefits. The Head of Housing and Property reported that there was a rent deposit scheme available for private landlords and officers would continue to promote it. He agreed to look into insurance options for private landlords.

In response to a request from Councillor G Hoult, the Housing Strategy and Systems Team Manager gave an overview of the legislation surrounding the prevention of homelessness and outlined the council's timeline for dealing with people who were homeless.

It was moved by Councillor M Specht, seconded by Councillor G Hoult and

RESOLVED THAT:

Comments made by the Committee be presented to Cabinet when considering the report at its meeting on 5 March 2019.

53. EQUALITY AND DIVERSITY POLICY

The Head of Human Resources and Organisation Development presented the report to Members and thanked the Equalities Officer for the work undertaken on developing the policy. He drew attention to the action plan within the report and informed Members that the actions for February would be changed to March due to the Cabinet meeting timelines.

Councillor S Sheahan commented that it was essential to be a leader on this subject within the community and it was important to put out the right message as part of the next steps.

Councillor T Eynon concurred with Councillor S Sheahan and believed it was a great policy, but only the beginning of a long process. She asked that regular updates, which would be supported by the Equality and Access Group, be provided to the community.

It was moved by Councillor T Eynon, seconded by Councillor S Sheahan and

RESOLVED THAT:

- a) The report be noted.
- b) Comments made by the Committee be presented to Cabinet when considering the report at its meeting on 6 March 2019.

54. REVIEW OF THE COUNCIL'S CONSTITUTION

The Legal Services Team Manager presented the report. He informed Members of an amendment from the External Auditor regarding the authority to award contracts up to the value of £9,999, this should include Team Managers as well as Heads of Service and the report would be updated when presented to Council. He also informed members that social media guidance for members was being developed to tie in with the Members Code of Conduct and that this would be put before the Audit and Governance Committee in due course as the committee that monitors ethical standards.

Councillor T Eynon was pleased with the proposals for Policy Development Group; she felt it was sensible due to the increasing workload. However, she felt that one of the Scrutiny Committees should be chaired by the opposition group as some other authorities do. She asked if this was something that could be written into the constitution. The Strategic Director of Housing and Customer Services explained that the current proposal was to elect the chairman of the scrutiny committees either at the first meeting or the Annual Council meeting to align with the other council committees, but the comments would be taken on board.

Councillor S Sheahan was also pleased with the proposals for the scrutiny function and felt the split between the two committees was logical. He concurred with Councillor T Eynon in relation to the proposal for an opposition chairman and understood that it would be down to the political groups to come to some sort of agreement.

Councillor A C Saffell commented that the constitution had seen many changes over the years and he felt that it was now quite lengthy and difficult to understand. He suggested that the document be fully reviewed in the near future to eliminate the many duplications that caused confusion.

In relation to the proposal of an opposition group chairman for one of the scrutiny committees, Councillor R Ashman believed it could work as long as the aim continued to be to scrutinise and to not use the meetings as a political arena.

It was moved by Councillor R Ashman, seconded by Councillor G Hoult and

RECOMMENDED THAT:

Council adopt the amendments to the Council's Constitution as set out in the report.

55. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME

RESOVLED THAT:

The work programme be noted.

56. EXCLUSION OF PRESS AND PUBLIC

RESOLVED THAT:

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

57. UPDATE ON PROPOSALS FOR NWLDC SITE IN COALVILLE

The Strategic Director of Housing and Customer Services presented the report to Members.

RESOLVED THAT:

The project update be noted.

RECOMMENDED THAT:

When considering the report, Cabinet adhere to the Council's Local Plan and the amount of affordable housing required by it.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 8.25 pm

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP - WEDNESDAY, 6 MARCH 2019

Report Title	TENANCY AGREEMENT CHANGES
Contacts	<p>Councillor Roger Bayliss 01530 411055 roger.bayliss@nwleicestershire.gov.uk</p> <p>Strategic Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk</p> <p>Head of Housing and Property 01530 454780 chris.lambert@nwleicestershire.gov.uk</p>
Purpose of report	To seek approval from Cabinet for the revised tenancy agreement.
Council priorities	Homes and Communities
Implications:	
Financial/Staff	The proposed changes with the introduction of a new tenancy agreement, can be met from within the existing approved Housing Revenue Account budget.
Link to relevant CAT	None
Risk Management	This report outlines the approach in managing and mitigating against risks.
Equalities Impact Screening	
Human Rights	
Transformational Government	Approval of this report will support the delivery of a more effective service by ensuring we are balanced in our approach to management of our stock
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	The report is satisfactory

Consultees	Members of Landlord Working Group Tenants and Leaseholders Consultation Forum All tenants
Background papers	Cabinet 9 February 2016 – Review of tenancy conditions
Recommendations	IT IS RECOMMENDED THAT PDG PROVIDE ANY COMMENTS ON THE PROPOSED REVISIONS TO THE TENANCY CONDITIONS THEY WISH TO BE CONSIDERED BY CABINET

1.0 CONTEXT

- 1.1 The tenancy agreement is the formal contract between the council and its' tenants and details the responsibilities of both parties. It was last reviewed in 2016 and due to legislative changes specifically in relation to the General Data Protection Rules (GDPR), the agreement is being updated.
- 1.2 Officers within Housing and Legal Services reviewed the agreement and the key changes proposed are:

Previous Document	Proposed Change
Not included	Inserted as a new definition: Mutual Exchange: Secure tenants have a statutory right to exchange with certain other tenants of social housing by mutually assigning their tenancies with the consent of their landlords. The Landlord can only withhold consent to an exchange if one of the conditions contained within legislation is met.
Not included	Inserted as new 1.7 (and all subsequent sub-section 1s renumbered): A sole tenancy cannot be transferred into joint names
1.12 stated: “We are committed to the prevention and detection of fraud and participate in data monitoring exercises for this purpose. We advise you that the data held by us in respect of your Tenancy will be used for cross-system and cross-authority comparison purposes for the prevention and detection of fraud. We may also share your data with others as permitted in law, including utility providers”	Removed from 1.12 and changed to read at 1.13: 1.13 We are committed to the prevention and detection of fraud and may share your data with others as permitted by law. 1.14 In relation to your personal data, the Council will act as a data processor and data controller. 1.15 At all times, the Council shall comply with its obligations under data protection laws. 1.16 All personal information supplied to the Council will be stored in line with data protection laws and the Council’s privacy notice, which is available to view on the main Council website.

<p>8.3 stated: “You, relatives or anybody living with you, your animals and your visitors must not cause or act in a way which is likely to cause people living, visiting or working in the locality of the Property to feel harassed, abused or threatened.”</p>	<p>Changed to read at 8.3: You, relatives or anybody living with you, your animals and your visitors must not cause or act in a way which is likely to cause people living, visiting or working in the locality of the Property to be harassed, abused or threatened</p>
<p>Not Included</p>	<p>Added at 8.3: You must not cause or act, or permit to cause or act in a way which is likely to result in Our employees being harassed, abused or threatened.</p>
<p>8.3 stated: “Interference with the peace or comfort of any other person because of a person’s sexuality, gender, gender reassignment, colour, race, age, nationality, ethnic or racial origins, disability, religion, marital status or because they have HIV/AIDS”</p>	<p>8.3 changed to read: Interference with the peace or comfort of any other person because of a person’s sexuality, gender, gender reassignment, colour, race, age, nationality, ethnic or racial origins, disability, religion or marital status</p>
<p>9.1 stated: “Selling or conspiring to sell, possessing, storing, manufacturing or cultivating illegal drugs or other illegal substances”</p>	<p>9.1 changed to read: Possessing, selling or conspiring to sell, storing, manufacturing, cultivating or consuming illegal drugs or other illegal substances</p>
<p>Not Included</p>	<p>Added at 10.8: You must not store building materials within the curtilage of your property for an unreasonable amount of time</p>
<p>18.2 stated: “We must provide you with a copy of your Tenancy Agreement. We publish policies and procedures which you may see, together with a range of other information booklets on our website www.nwleics.gov.uk. These are available in hard copy upon request. The Data Protection Act 1998 provides you with the right to request information regarding your housing records. The</p>	<p>18.2 changed to read We must provide you with a copy of your Tenancy Agreement. We publish our policies and procedures which you may see, together with a range of other information booklets on our website www.nwleics.gov.uk. These are available in hard copy upon request. The Data Protection Act 2018 provides you with the right to request information that we hold about you. The Freedom of Information Act 2000, makes additional information available to you.</p>

Freedom of Information Act 2000, makes additional information available to you”	
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2.0 CONSULTATION

- 2.1 Some of our tenants have participated in the review of the tenancy agreement. They are involved tenants from the Landlord Working Group and the Tenant and Leaseholder Consultation Forum and already have a broad understanding of the housing service.
- 2.2 In addition to this, all tenants have the right to be consulted on changes to the tenancy agreement. To this end, a letter to all tenants informing them of the review was sent in December 2018 which included a summary of the proposed changes and although many tenants contacted the Housing Service to discuss the changes, no amendments are required as a result. Tenants will also be issued with a copy of the approved version of the tenancy agreement if approved by Cabinet.
- 2.3 A copy of the proposed agreement attached as Appendix A.

3.0 NEXT STEPS

- 3.1 The next steps have been identified:

What	When
Cabinet approval	9 April 2019
Notification to all tenants*	By 30 April 2019
Staff awareness training*	May 2019
Revised tenancy agreement effective date*	3 June 2019

*subject to Cabinet approval

4.0 RESOURCE COMMITMENTS

- 4.1 The review of the tenancy agreement is being undertaken from within existing approved HRA budgets.

5.0 FINANCIAL IMPLICATIONS

- 5.1 There are no additional financial implications as a result of the review of the tenancy agreement.



Tenancy Agreement

North West Leicestershire District Council (Landlord)



NWLDCHousing



@NWLDCHousing



Youtube.com/nwldchousing

www.nwleics.gov.uk/housing

Contents

Definitions

1. Introduction
2. False Statement
3. Payment of Rent and Charges
4. Use and Occupation of the Property
5. Access to the Property
6. Repairs and Maintenance
7. Insurance
8. Anti Social Behaviour
9. Unlawful Behaviour
10. Gardens
11. Boundaries, Paths and Driveways
12. Vehicles and Parking
13. Communal Areas
14. Keeping of Animals
15. Written Permission
16. Recharges
17. Ending Your Tenancy
18. Consultation and Information
19. Notices

Definitions

In this Agreement, the following words have the meanings given below:

Animal/Pet: Includes bird, insect, reptile, spider, fish, livestock, cat, dog.

ASB: Anti Social Behaviour.

Assign/Assignment: Giving up the rights of a tenancy in favour of a qualifying family member or by way of mutual exchange.

Assignee: Person who is assigned a tenancy following Assignment

Communal Areas: Areas which tenants share with other tenants such as stairs, entrance halls including door entry systems, lifts, landings, balconies, access ways, paths, grassed open spaces, shared gardens or yards, parking areas, parking bays or hard standings.

Communal Aerial System: An aerial system provided and maintained by us for blocks containing more than four flats and sheltered schemes.

Demotion: A tool to combat Anti Social Behaviour which results in reduced rights and less security from eviction.

Employees: Includes any contractor, agent or anyone employed by us.

Fixtures: Includes, but is not limited to, kitchen units, bathrooms and sanitary ware.

Fittings: Includes, but is not limited to, plumbing systems, electrical circuits, sockets, switches, lamp holders, doors, locks and glazing.

Garden(s): Includes any plantings, hedges and/or trees or other land let to you as part of the Property.

Independent: Someone not affiliated with the Council or Tenant who can provide the necessary advice, such as the Citizens' Advice Bureau and Shelter Housing Advice Centres.

Improvement: Any alteration or addition to the Property.

Introductory Tenant: A Tenant who has an Introductory Tenancy under The Housing Act 1985.

Introductory Tenancy: A Tenancy which lasts for a trial period of up to 18 months. The Tenancy may then become a Secure Tenancy unless the Tenant has breached the Tenancy conditions.

Injunction: A Court Order requiring a Tenant or person to do, or refrain from, doing specific acts.

Joint Tenant/Joint Tenancy/Joint Tenancies: Joint Tenants are responsible, jointly and individually, for the rent, service charges and obligations of the Tenancy

Lodger(s): A person who a Tenant allows to live in the Property, with or without payment.

Mutual Exchange: Secure tenants have a statutory right to exchange with certain other tenants of social housing by mutually assigning their tenancies with the consent of their landlords. The Landlord can only withhold consent to an exchange if one of the conditions contained within legislation is met.

Neighbours: Everyone living or working in the locality of a Tenant's Property.

Notice Seeking Possession: A legal document that is served prior to taking possession action (for Secure Tenants).

Notice of Possession Proceedings for Introductory Tenants (NOPPIT): A legal document that is served prior to taking possession action (for Introductory Tenants).

Notice Period: The period of notice required by either party to bring the Tenancy to an end. This is normally four weeks notice unless stated otherwise within the Agreement.

Notice to Terminate: A legal document that the Tenant must complete in order to bring the Tenancy to an end.

Order for Possession: A court order allowing the Landlord to legally evict the Tenant and regain possession of the Property.

Partners: Members of a couple in a relationship (including same gender relationships), who are living together.

The Property: The housing accommodation at the address specified on page 27 let to the Tenant under the Tenancy Agreement, including any garden, yard, outbuilding, garage, fence or wall also let with the housing accommodation owned by North West Leicestershire District Council.

Relatives: Parents, children, grandparents, grandchildren, brothers, sisters, uncles, aunts, nephews, nieces, step relatives and adopted children.

Rent: The weekly or monthly charge payable by a Tenant to live in the Property.

Secure Tenant(s): A Tenant who has a Secure Tenancy under The Housing Act 1985.

Secure Tenancy: A Tenancy providing the Tenant some security of tenure which means that the Tenancy cannot be terminated without a court order.

Service Charge(s): Means charges for services provided to the Tenant by or on behalf of us as Your Landlord.

Sheltered Properties: Situated in a group setting and usually within the same accommodation building with communal facilities.

Successor: Person who receives the tenancy following a succession.

Supported Properties: Properties designated as requiring an individual to have a support need, whether by age, physical or mental impairment.

Sublet: Giving another person(s) the exclusive right to live in part of the Property.

Tenant(s): The person(s) who signs the Tenancy Agreement and named at page 27.

Tenancy Agreement: This document contains the terms, conditions and obligations of the Tenancy.

Tenancy: Possession of land or property as a tenant of North West Leicestershire District Council

Vacant Possession: The Property is unoccupied and empty of possessions.

Visitors: People not living with the Tenant but who come to the Tenant's Property.

Vehicle(s): A car, bus, lorry, motorbike, boat, caravan, motor home, trailer, scooter, motorised transport or similar.

Void: An empty Property.

We, Us or Our: Means the Landlord North West Leicestershire District Council, who can be contacted at Housing Department, Council Offices, Coalville, Leicestershire, LE67 3FJ

Written Permission/Consent: A letter from us giving the Tenant permission in response to a request they have made. Any consent that is required will not be unreasonably withheld. If you are required to obtain consent under this Agreement, you may also need to obtain statutory consent from other organisations. Any consent given by us under this Agreement does not replace, constitute or take effect as that consent.

You: means the Tenant(s) and includes any successor or assignee,

Terms of Tenancy

1. Introduction to the Tenancy Agreement

1.1 This Agreement contains the terms, conditions and obligations of the Tenancy for you as the Tenant and us as your Landlord. You should read this Agreement carefully to ensure that you understand and accept its contents. If you do not understand any part of this Agreement we strongly recommend you ask for it to be explained to you before you sign it. You might consider consulting a solicitor, Citizens Advice or Housing Advice Centre before you proceed. By signing the Tenancy Agreement you are agreeing to become a Tenant of North West Leicestershire District Council.

1.2 There are two kinds of tenancy contained in this Agreement:

- Introductory Tenancy
- Secure Tenancy

By signing this Agreement, you are entering into a legal contract with us and will become either an Introductory or Secure tenant. On your Tenancy Agreement we tell you whether your Tenancy is an Introductory or a Secure Tenancy. If you have an Introductory Tenancy, we also tell you within the Tenancy Agreement, the date it will become a Secure Tenancy.

Table A in Section 1.6 shows in brief the rights of Introductory and Secure Tenancies.

1.3 If you had a Secure Tenancy immediately before entering into this Tenancy Agreement you will remain a Secure Tenant. As a Secure Tenant you have the right to live in the Property (right to possession) so long as you comply with this Tenancy Agreement. We will not normally interfere with your right to possession unless the court grants us permission. A Notice of Seeking Possession/Demotion must be served on you before any legal action to end your Secure Tenancy can begin.

1.4 If you did not have a Secure Tenancy immediately before entering into this Tenancy Agreement you will be an Introductory Tenant. An Introductory Tenancy is a trial period of one year from the date of the Tenancy Agreement and you have fewer legal rights than a Secure Tenant. You must demonstrate to us that you are able to comply with your Tenancy Agreement. This includes, but is not limited to:

- Not behaving, or allowing any persons living in or visiting the Property to behave in an anti-social manner, including causing a nuisance or harassing others
- Paying your Rent on time
- Looking after the Property

Unless we take action to end or extend your Introductory Tenancy, you will automatically become a Secure Tenant upon the expiry of your Introductory Tenancy shown on your Tenancy Agreement.

- 1.5 If you breach your Tenancy Agreement we may either extend your Introductory Tenancy by up to six months or take legal action to evict you. Legal action to evict you may mean you incur legal costs which you will be liable for. You can ask us to review our decision to end or extend your Introductory Tenancy. If we apply to the court to end your Introductory Tenancy, the court will grant the Order for Possession providing we have followed the proper procedure.
- 1.6 If you have signed this Tenancy Agreement with someone else you are a Joint Tenant. In Joint Tenancies each Tenant is jointly and individually responsible for the Tenancy. If one Tenant leaves the Property both Tenants are still responsible for abiding by this Tenancy. Your rights and responsibilities cannot be split or shared between you. If one of you ends this Tenancy it has the effect of ending the Tenancy for each of the Joint Tenants.

1.7 A sole tenancy cannot be transferred into joint names

Table A

Legal rights of Tenants	Secure Tenants	Introductory Tenants
Right to succession of spouse/civil partner	Yes	Yes
Right to succession of family members	No	No
Right to Repair (Regulations)	Yes	Yes
Right to be consulted on housing management issues	Yes	Yes
Right to Assign to those with succession rights	Yes	Yes
Right to Buy	Yes in most cases	No
Right to take in lodgers	Yes	No
Right to sub-let	Yes with written permission	No
Right to improve	Yes with written permission	No
Right to Mutual Exchange	Yes	No

- 1.8 Your Tenancy starts on the date set out in this Agreement. It continues until you or we end it.
- 1.9 As long as you pay your rent and you comply with the Tenancy Agreement, we will not normally ask the court for an Order for Possession. However, there may be occasions where possession of the Property is required by us, for example, when we need to move you to a new home if the Property is to be demolished. In these situations you will be given assistance by us to help you relocate and we will be subject to relevant notice periods regarding obtaining possession.
- 1.10 If you have difficulty keeping to your Tenancy Agreement, you must contact us as soon as possible. We can then provide you with support, advice or help to sort out any problems you may be experiencing. This may avoid us having to take legal action against you.
- 1.11 You must occupy the Property as your only or principal home. If you acquire another property you must continue to live in the Property subject to this Tenancy Agreement otherwise we may ask the court for an Order for Possession.
- 1.12 Certain specific properties will require additional tenancies conditions or obligations and these will be attached as an appendix.
- 1.13 We are committed to the prevention and detection of fraud and may share your data with others as permitted by law.
- 1.14 In relation to your personal data, the Council will act as a data processor and data controller.
- 1.15 At all times, the Council shall comply with its obligations under data protection laws.
- 1.16 All personal information supplied to the Council will be stored in line with data protection laws and the Council's privacy notice, which is available to view on the main Council website.

2. False Statement

- 2.1 If you or someone acting on your behalf has made a statement in an application for housing accommodation which you:
- Knew was false; or
 - Thought could be false; or
 - Contained information which deceived us in allocating you this Tenancy

We may take legal action to regain possession of the Property.

3. Payment of Rent and Charges

- 3.1 You must pay your rent, together with any service charges due, in advance on Monday of each week. If you pay your rent by Direct Debit or Standing Order these payments must also be paid in advance.
- 3.2 You must pay the Rent, including service charges for any period of less than a week at the start or end of this Agreement, at a daily rate equivalent to the Rent payable for one week, divided by 7.
- 3.3 You must not withhold rent or any service charges for any reason.
- 3.4 You must pay any debt outstanding from any tenancy in full e.g. unpaid rent, tenancy charges, and charges for damage to the Property.
- 3.5 If you are Joint Tenants, you are each responsible for the rent and service charges, both jointly and separately. This means that we can recover arrears from you jointly, or each of you individually until the full amount outstanding is cleared.
- 3.6 If you have any difficulty paying your rent or service charges, you, or someone acting on your behalf, must contact us immediately.
- 3.7 If you do not pay your rent, rent arrears or service charges we may take court proceedings to evict you from the Property. These proceedings may incur additional charges such as legal fees and court costs which will then be added to your rent account.
- 3.8 We may vary the amount of rent or service charges you have to pay. You will be notified in writing of any such variation four weeks before any change takes effect.
- 3.9 If you wish to pay your rent fortnightly or monthly, you should agree this with us and permission will only be granted if you pay in advance to avoid recovery action being taken against you.
- 3.10 We may incur costs associated with pursuing you for any debt accrued by you. Unless the court orders otherwise, you must pay our reasonable legal costs and expenses properly incurred in enforcing this debt.
- 3.11 You remain liable for rent and service charges during your notice period. Your liability for rent remains until your Tenancy legally ends.
- 3.12 Your rent is subject to an annual review which may result in a change to the amount that we charge you for living at the Property.

4. Use and Occupation of the Property

- 4.1 You must use and occupy the Property as your only or main home. Where the Tenancy is a Joint Tenancy, at least one of you must occupy the Property as your only or principal home.
- 4.2 You must tell us if you are going to be away from the Property for more than a month and ensure that we are advised of a contact address and a nominated key holder/caretaker in case of an emergency.
- 4.3 You may take in lodgers as long as you are a secure tenant and the Property does not become overcrowded as a result. However, you must get our prior written permission before you take in lodgers. You must also provide details of their name, date of birth, gender, National Insurance Number, former address and details of the rooms that they will occupy.
- 4.4 You must not, without our prior written permission, sublet part of your Property. You cannot sublet the whole of the Property as you will no longer be a secure tenant.
- 4.5 You may have the right to assign the tenancy to a qualifying successor. However, there are statutory criteria which apply to any assignment and our consent is required. Permission may be refused if, but not limited to:
- You have rent arrears
 - We are considering or have started possession proceedings based on rent arrears, unacceptable behaviour or condition of the Property
 - The person you wish to assign the tenancy to is not financially secure as determined by us
 - The Property has been adapted and the person being assigned the tenancy does not require the adaptations
- 4.6 You must not run a business from the Property which may affect nearby residents or your neighbours without obtaining our prior written permission. Prior to granting any such permission we will consider various factors including but not limited to, planning issues, the amount of noise generated, nuisance likely to be caused to your neighbours and whether damage to the Property may occur. An inspection of the Property may also take place before full permission is granted.
- 4.7 You must not place or exhibit any notice board or notice visible from outside the Property advertising any profession, trade or business or any goods or services without our prior written permission.
- 4.8 You or anyone living with you must not keep or use bottled gas, paraffin, petrol or any other dangerous material in any part of the Property which includes, but is not limited to, any of the Communal Areas, outbuildings and Gardens. It also includes any other area owned by us, except where necessary for normal domestic purposes, for medical purposes or where the equipment has been prescribed by a registered medical practitioner. You

must not keep large amounts of these substances on the Property and the substances must be stored appropriately and safely at all times.

- 4.9 You must not use paraffin or petrol heaters, or liquid or bottled gas heaters, in the Property without our prior written consent.
- 4.10 You or anyone living with you must not use as bedroom accommodation, any room where an open flued gas appliance is installed.
- 4.11 You must notify us of any permanent changes in occupation to the tenancy including, but not limited to:
- A new baby arriving
 - A new partner arriving
 - Persons previously occupying the Property and leaving the Property for whatever reason including the death of an individual
- 4.12 You must not intentionally overcrowd the Property.

5. Access to the Property

- 5.1 You or anyone living with you must allow us, our employees and any other authorised person's safe access to the Property. We will provide you with at least 24 hours notice in writing, (except in an emergency - see condition 5.4) setting out the reason we require access and the date and time of our visit.
- 5.2 We may require access to the Property for various reasons, including but not limited to:
- Inspecting the condition of the Property including pre-termination tenancy inspection
 - Carrying out repairs
 - Undertaking improvements
 - Servicing checking and/or maintaining equipment within the Property in line with regulations and legislation
 - Facilitating any of the above to any adjoining premises e.g. party walls, flats, roofs etc.
- 5.3 We will give you at least 24 hours written notice if we intend to enter the Property, unless we believe that there is an immediate risk to the health or wellbeing of any person, or a substantial risk of serious damage to any property.
- 5.4 In an emergency we may require immediate access to the Property without prior notice. In the event that such access is necessary and the property is unoccupied or access is denied, we may use reasonable force to gain entry to the Property. We will take reasonable steps to contact your nominated key holder in your absence, will leave the Property secure and advise where the keys are held.

5.5 Examples of emergencies include, but are not limited to:

- Fire
- Flood
- Gas leaks
- Threat or risk of personal injury
- Threat or risk to the structure of our property
- Unsafe heating appliances or electrics
- Suspicion of any of the above

5.6 Where access is denied to the Property and we deem it necessary to gain access, we may apply for a court order to allow us legal rights to access. We may then recover the costs of securing access from you. Further to this we will not be responsible for reinstating any alterations or additions removed, altered or damaged as a result of our access to the Property.

6. Repairs and Maintenance

6.1 On the day that you move into your Property you must check the entire Property and note any repairs that require our attention. If there are any repairs that are our responsibility to put right, please notify North West Leicestershire District Council, Housing Department, Council Office, Coalville, Leicestershire, LE67 3FJ within seven days of moving in.

6.2 During your Tenancy you must inform us promptly if any repairs (or other matters that we are responsible for carrying out) come to your notice. This will enable us to arrange an inspection and/or for the repair to be carried out.

6.3 You must keep the inside of the Property in a clean and tidy condition, free from excessive accumulation of belongings or rubbish that could cause a health and safety or fire risk to you or anyone else and must not allow the condition of the Property to deteriorate.

6.4 The Property must be kept in at least as good a condition as it was at the start of this Agreement, or after any improvements, but subject to reasonable wear and tear.

6.5 All rooms must have clear access and exit routes at all times.

6.6 You or anyone living at or visiting the Property must ensure that you are able to evacuate the Property in the event of a fire or other emergency situation.

6.7 You must ensure that any fire or smoke detection equipment installed in the Property is working correctly. This means that you must test the fire or smoke alarms regularly and replace the batteries where necessary. If a fire or smoke alarm fitted by us is not working correctly, you must notify us promptly.

- 6.8 You must not do anything that might reduce the fire safety at the Property or in any Communal Areas or common parts. This includes (but is not limited to):
- Removing or damaging any fire detection devices
 - Removing, altering or damaging any structures that provide fire separation (such as doors and walls)
 - Interfering with or damaging any installations for the supply of electricity, gas or any other service
 - Removing or damaging any instructions relating to fire safety procedures
 - Blocking, restricting or otherwise reducing any escape routes.
- 6.9 You must inform us immediately of any damage, however it has occurred, to the Property, fixtures and/or fittings for which we are responsible.
- 6.10 Damage includes any damage whether caused intentionally or accidentally or as a result of negligence, recklessness or neglect.
- 6.11 You and anyone living in or visiting the Property (including animals) must not damage or destroy the following (including but not exhaustive):
- The internal and external structure of the Property - including any glazing, internal walls, floors or ceilings
 - The fittings for the supply of gas, water and electricity
 - Bathroom and toilet fittings
 - Room heating systems
 - Water heating systems
 - Kitchen units and fittings
 - Internal fixtures and fittings for example doors, internal glazing and smoke alarms
 - Sheds, garages, fencing, patios, paths, any part of the garden area, open plan space or communal walkways
 - Any other installed element which the Property benefits from
- 6.12 You are responsible for carrying out certain small repairs and replacing certain items of fixtures and fittings. These are listed in your Tenants Handbook.
- 6.13 You are responsible for the repair, maintenance and replacement of any TV aerial or satellite dish serving the Property, except where it is provided via a Communal Aerial System.
- 6.14 You are responsible for repairing any damage to any part of the Property caused by the deliberate or careless actions or omissions of yourself, or of anyone living with you or visiting you (including animals).
- 6.15 If damage has occurred to the Property we may serve a notice on you requiring you to put it right. If you do not comply with the notice we may enter the Property and undertake any necessary work to make good the damage.

You will be recharged for these works in accordance with our Rechargeable Works Policy.

- 6.16 You are responsible for repairing and maintaining any alterations or improvements which you have carried out to the Property.
- 6.17 Where such alterations and improvements have come to the end of economical useful life we may put these back to our standard specification.
- 6.18 If you make any improvements, alterations or additions to the Property without our prior written consent we may tell you to return the Property back to the condition preceding the works being undertaken. If you fail to do so we may carry out the work and charge the costs we have incurred in doing so (including any administrative costs) to you.

7. Insurance

- 7.1 You should consider obtaining insurance for accidental damage, contents and your belongings. We will only insure the structure and fabric of the Property.

Please refer to the Tenants Handbook in reference to what we are insured for

- 7.2 In situations where we carry out repairs which are not our responsibility we may recharge you the cost of doing so. For example, if you accidentally nail through a pipe, we can carry out the necessary repairs and recharge the cost to you which. This may include but is not limited to costs related to consequential damage and administrative charges.
- 7.3 It is your responsibility to ensure that repairs which you are responsible for are carried out. If you have your own private buildings insurance that covers accidental damage you may be able to reclaim the cost of this work.
- 7.4 A separate recharges section is included in this Tenancy Agreement. See section 16.

8. Anti-Social Behaviour

- 8.1 You are responsible for your own behaviour and for that of anyone living with you, whether permanently or temporarily, or visiting you, including but not limited to relatives, animals and visitors.
- 8.2 You, relatives or anyone living with you, your animals and your visitors must not cause, or act in a way which is likely to cause, nuisance, annoyance or disturbance to people living, visiting or working in the locality of the Property.

Examples of nuisance, annoyance or disturbance include but are not limited to:

- Foul and abusive language
- Loud music
- Shouting, arguing, door slamming
- Dog barking and fouling
- Offensive drunkenness
- Urinating in public
- Playing ball games close to somebody else's home
- Causing damage or neglecting the Property
- Lighting excessive fires or burning of toxic materials at the Property
- Fly tipping

"People working in the locality of the Property" includes:

- Our employees, contractors and other people engaged in lawful activity in the area e.g. postal workers.

8.3 You, relatives or anybody living with you, your animals and your visitors must not cause or act in a way which is likely to cause people living, visiting or working in the locality of the Property to be harassed, abused or threatened.

You must not cause or act, or permit to cause or act in a way which is likely to result in our employees being harassed, abused or threatened.

"Harassment" includes but is not limited to:

- Violence or threats of violence towards any person including our employees, agents or contractors
- abuse or threats towards our employees, agents or contractors including but not limited to:

Abusive or insulting words or behaviour including that sent via email, social networking sites and mobile phones

Damaging or threatening to damage another person's property or home

Writing threatening remarks or insulting graffiti

- **Interference with the peace or comfort of any other person because of a person's sexuality, gender, gender reassignment, colour, race, age, nationality, ethnic or racial origins, disability, religion, marital status**
- Must not inflict domestic violence or threaten violence against any other person including the use of mental, emotional or sexual abuse to anyone

8.4 You, relatives or anyone living with you, and your visitors must not make false or malicious complaints about the behaviour of another person.

- 8.5 You, your relatives or anyone living with you, animals, and your visitors, must not cause or act in a way which is likely to cause damage to the Property, dump rubbish on or misuse Communal Areas, corridors, stairwells, shared entrances, play areas or anywhere else including any other property, or land owned by Us.
- 8.6 Any items found may be removed without further notice, particularly if deemed to be a health and safety risk such as flammable items, trip hazards or if they are blocking exits.
- 8.7 You, your relatives or anyone living with you, and your visitors must comply with the law on smoke free premises. By smoking in smoke free premises you are deemed to be breaking the law.
- 8.8 You must make sure that you do not allow, incite or encourage other people living with you, relatives or visitors to the Property to engage in behaviour as described in the conditions 8.2 - 8.7 above.
- 8.9 The housing department's Anti Social Behaviour Policy includes details of what the Housing Department considers Anti Social Behaviour. We will rely on the conditions above and/or the Anti Social Behaviour Policy when looking to enforce the conditions of this Tenancy Agreement should we believe you have engaged in Anti Social Behaviour.

9. Unlawful behaviour

- 9.1 You, your relatives and visitors must not do, threaten to do, incite or encourage others to do anything illegal or unlawful in the Property or in the locality. Examples of such unlawful behaviour include (but are not limited to):
- Possessing, selling or conspiring to sell, storing, manufacturing, cultivating or consuming illegal drugs or other illegal substances
 - Storing, handling or selling stolen goods
 - Selling or supplying alcohol without the appropriate licence or permission or in breach of that licence or permission
 - Selling or supplying illicit tobacco or cigarettes
 - Keeping illegal or unlicensed firearms or weapons
- 9.2 You must not steal anything from the Property, Gardens, Communal Areas, common parts or from any land or property owned or previously owned by us or from any land or building in the locality.

10. Gardens

- 10.1 You must keep your Garden area (if any) well maintained at all times. You are responsible for the upkeep of all parts of your Garden. This includes, but is not restricted to grass, trees, plants, bushes and hedges.

- The grass must be cut regularly and must not become overgrown
- The Garden must be weeded regularly
- No waste or rubbish should be stored in the Garden or outbuildings
- Hedges/bushes/trees/plants must be cut and maintained to a reasonable height in keeping with local planning regulations
- Occasional bonfires to dispose of Garden waste are permitted but complaints will be investigated. The bonfire must be situated at a safe distance from buildings, fences, hedges and anything flammable and supervised by a responsible adult.

10.2 If you do not carry out the necessary Garden maintenance, and the Garden causes an eyesore or causes a health and safety risk, we may serve a notice on you requiring you to put your Garden in the condition required by condition 10.1 or require you to do anything reasonably required to remedy the breach. The notice shall specify the time or times within which the work required to be done in the notice must be completed. If the work is not completed within the specified time or times, We may enter the Property and undertake the necessary work and recharge reasonable costs (including any administration costs) to you.

A health and safety risk may for example include, overhanging branches, hedges encroaching onto the highway, waste and rubbish that could provide food or harbourage for vermin or pests.

- 10.3 You must not have any plant in your Garden that causes a nuisance or annoyance to your Neighbours, other people in the locality or us. This includes (but is not limited to) plants that may spread uncontrollably, plants that may spread onto the path or road or plants with root systems that could cause damage to the Property or neighbouring properties.
- 10.4 You must not plant any tree or plant on the Property which may grow to a height of more than two metres without prior written consent from us. Consent would not be unreasonably withheld.
- 10.5 You, relatives or anyone living with you, and your visitors must keep any communal garden area outside of the Property, clean, tidy and free from rubbish or furniture at all times.
- 10.6 You must share the use of any driveway which gives access to the Property and any adjoining property with the occupiers of the adjoining property.
- 10.7 You must not fence off or enclose any part of the driveway without our prior written consent.

10.8 You must not store building materials within the curtilage of your property for an unreasonable amount of time.

11. Boundaries, Paths and Driveways

- 11.1 You will be required to obtain permission from us to install or remove fencing, walls, paths, hedges or driveways and the work will be pre and post inspected at our discretion.
- 11.2 The maintenance of any fencing, walls, paths, hedges or driveways installed by You will be Your responsibility.
- 11.3 We will maintain any fencing, walls, paths or driveways installed by the council or present at the time your tenancy commenced. Usually this will be through a planned programme of works over a number of years unless there are specific health and safety concerns. The type and timing of the work will be at our discretion and removal of fencing, walls, hedges or driveways will also be considered, where repair is not economical.
- 11.4 The maintenance of any hedgerow or tree(s) which define or mark the boundary will be Your responsibility.

12. Vehicles and Parking

- 12.1 You, anyone living with you or visiting you must not do any of the following:
- Park a vehicle anywhere on the Property unless the Property has a garage, parking space or a driveway which is a hardstanding with a dropped kerb.
 - Allow anyone, other than your relatives, visitors and/or friends to park at the property.
 - Park any vehicle which is untaxed, illegal, is not roadworthy or is in disrepair on any land belonging to us. If you do, the vehicle must have a valid SORN and you must have our permission to park on our land.
 - Store a Caravan or Motorhome on the Property without our written consent
 - Allow a Caravan or Motorhome to be used as living quarters whilst it is on the Property
 - Build a parking space, garage or driveway (hardstanding) without our written permission.
 - Drive across a kerb to access the Property unless the kerb has been dropped in accordance with the regulations of the Highway Authority. You must have written permission from us and the Highway Authority to adapt a pavement so a vehicle can cross it.

- Drive or park any vehicle over any grassed or landscaped area
- Park any vehicle on a designated area set aside for emergency vehicles or park in any area which causes an obstruction or would block access for emergency vehicles or refuse collection vehicle.
- Double park vehicles or park in a way which causes obstructions to pedestrians or other road users.
- Carry out any vehicle repairs or maintenance, except minor maintenance on your own vehicle or to any vehicle on the Property, Communal Areas, Gardens, driveways or roads in the neighbourhood without prior written consent being given by Us.
- Use any Garden or driveway to the Property to store, load or unload vehicles, store scrap metal or break up vehicles for spare parts.
- Cause nuisance to Neighbours or damage to pathways, driveways and parking spaces through leakages or spillages from vehicles.
- Have a motor-related business from the Property or receive payment for repairing any vehicle at the Property.
- Store any moped, motorbike or machinery having a petrochemical engine inside the Property or in Communal Areas.

12.2 Your vehicle must be less than 2 metres high (6 foot 6”), less than 1.83 metres wide (6’) and less than 4.8 metres long (16 feet). If you wish to park a bigger vehicle you must have prior written permission from us to do so.

13. Use of Communal Areas

13.1 You, anyone living with you or visiting you must abide by the following:

- Share the use of Communal Areas with other tenants. You must not cultivate, fence off or restrict access to any parts of the Communal Areas without prior written consent from Us.
- Not build, construct or place any building or other structure in the Communal Areas without our prior written consent.
- Not leave waste or other items in the Communal Areas (except in designated bins or other appropriate receptacles).

Not to cause nuisance, annoyance or disturbance in the Communal Areas. This includes (but is not limited to):

- Allowing your pet, or that of a relative or visitor, to foul the Communal Areas without clearing it up immediately.
- Allowing your pet, or that of a relative or visitor, to cause a nuisance, annoyance or disturbance.
- Play ball games.
- Noisy, abusive or intimidating behaviour.
- The consumption of alcohol when this behaviour becomes a nuisance to others.
- Inappropriate sexual behaviour.
- Causing damage to the Communal Areas.

13.2 If you are in breach of any of the conditions listed at 13.1 we may charge you the cost of repairing, reinstating or cleaning the Communal Areas or otherwise remedying your breach and recover these costs from you.

14. Keeping of Animals

14.1 If you live in a house or bungalow, you have our consent to keep the following animals without our written permission:

- One domestic dog; and/or
- One domestic cat; and/or
- One domestic caged bird; and/or
- Fish kept in an aquarium indoors; and /or
- Small caged pets for example, gerbil, hamster or rabbit.

The size of the aquarium or cage must not exceed 1.83 metres in width (6'), 0.61 metres in depth (2') in depth and 1.22 metres (4') in height without our written permission.

No other type of pet or animal, including livestock may be kept without our prior written permission which will not be unreasonably withheld or delayed.

14.2 If you live in a house or bungalow and wish to keep any pet, animal or livestock, other than or in addition to those detailed in condition 14.1, you must obtain our prior written permission.

14.3 If you live in a flat or in Sheltered Properties, which has a communal entrance, you or anyone living with you may not keep a pet without our prior written permission.

14.4 You are responsible for the control of any pets/animal(s) which belong to you or anyone living with you.

14.5 You must not keep a pet/ animal in a communal area.

14.6 You must not breed pets/animals for commercial purposes at the Property.

- 14.7 You must not build any animal enclosures without prior written consent from us, in any part of the Property.
- 14.8 You must not board animals on a commercial basis without prior written consent from us.
- 14.9 If feeding wild animals or birds from your property, communal areas, outbuildings, gardens or from any part of the land belonging to us, you must do so responsibly, in a manner which does not attract vermin or cause a nuisance to your neighbours.
- 14.10 You must make sure that no animal you keep at the Property (or that you are responsible for) causes nuisance or annoyance to anyone:

Examples of nuisance include but are not limited to:

- Allowing your pet/animal to persistently foul in an inappropriate place
 - Failing to clean up fouling in a timely manner
 - Barking
 - Creating a foul smell
 - Not being kept under control
 - Creating any type of danger or health hazard
 - Encroaching onto other peoples gardens
- 14.11 You, your relatives or your visitors or anyone living with you must not leave any pet/animal unattended for more than 24 hours either inside or outside of the Property.
- 14.12 Any permission obtained from us for you to keep a pet/animal may be withdrawn if your pet/animal creates a nuisance.
- 14.13 You must make sure that no pet/animal kept at the Property causes any damage:
- To the Property;
 - To a Communal Area
 - In the locality
 - To any land owned by Us

You will be held liable should any damage be caused,

- 14.14 You are responsible for putting right any damage attributable to your pets, or those pets/animals you are responsible for.
- 14.15 You, your relatives or anyone else living with you, and your visitors must ensure that no pets/animals kept at the Property prevents our employees, or any other authorised person's from gaining access to the Property.

14.16 You must not keep any animals prohibited by law within the Property. All legislation relating to Pet ownership must be adhered to.

15. Alterations to the Property

15.1 You must obtain our prior written permission before making any alteration or addition to the Property

15.2 Permission may not be unreasonably withheld by us.

15.3 The list of structure erections, alterations and improvements include, but is not limited to:

- Building an extension
- Removing internal walls
- Changing the use of a room e.g. a living room to a bedroom
- Adding, changing or replacing fixtures and fittings: eg: kitchen, bathrooms
- Installing a water meter
- Decorating the exterior of the Property
- Altering or tampering with gas, electricity or water supplies
- Erecting an aerial or satellite dish
- Building a structure e.g. car port, garage, hard standing driveway or shed
- Creating ponds and/or carrying out major landscaping
- Removing any tree, hedge or boundary fence or wall

15.4 When deciding whether it is reasonable to grant written permission we will consider a range of factors including but not limited to the impact of the alteration or improvement on the surrounding properties.

15.5 Any consent given by us may be subject to any reasonable conditions including (but not limited to):

- That work must be undertaken by a properly qualified person registered with the appropriate regulatory body
- That you have obtained all necessary consents and approvals for the works
- That you are responsible for maintaining the alteration or addition including complying with any statutory or other requirements related to the alteration or addition
- That you may be required to remove the alteration or addition and reinstate the Property at the end of this Tenancy or when required to do so by us
- That we will not be liable to you or any other person for any loss, damage or other harm arising from the alteration or addition

15.6 We may serve a notice on you requiring you to remove any unauthorised alterations or additions. An alteration or addition is unauthorised if it is undertaken without prior written consent or if it is not completed in accordance with the terms of the consent.

15.7 You must repair any damage resulting from the construction or removal of the alteration or addition. If you do not comply with the notice, then we may undertake necessary work to remove the alteration or addition and you will be liable to pay our reasonable cost of the work.

16. Recharges

16.1 We reserve the right to charge you for the following (not exhaustive) :

- Repairing any damage to the Property or Garden or Communal Area
- Repair and/or replacement of damaged Fixtures and Fittings
- Costs incurred by us as a result of breach by you of conditions in relation to this agreement
- Costs incurred as a result of maintaining your Garden

16.2 We are entitled, and you agree to, the deduction of any reasonable costs associated with the above at condition 16.1 from any monies held by us lawfully due to you.

17. Ending Your Tenancy

17.1 You must provide us with four weeks' notice, in writing, before you leave the Property and end your Tenancy.

17.2 You will be liable for payment of Rent during the four weeks' notice period.

17.3 When you move out of the Property you must:

- Provide us with vacant possession of the Property when your Tenancy ends.
- Pay all Rent and Service Charges up to the date of the end of your Tenancy. If you owe Us money for Rent or Service Charges when you leave the Property, you must make arrangements to pay the debt
- Reinstate any unauthorised alterations to the Property or any authorised alterations that are subject to the condition that they are reinstated at the end of this Agreement
- Ensure that you record a final meter reading for your utilities and notify all of your suppliers of that reading and of your departure
- Remove all of your furniture, personal belongings and rubbish from the Property
- Return all the keys to the Property to our offices, or as directed at the time of submitting your written notice to end your Tenancy. This must be done by 12 noon on the date agreed by us. If you do not return the keys by the agreed date, you will be responsible for additional rent.

- Advise us of your new address
 - Make sure that all household members, Lodgers, Subtenant and Animals leave the Property at the same time as you.
- 17.4 If you return the keys to the Property to us or you vacate the Property without giving written notice to end your Tenancy, we will treat this as a lawful surrender of your Tenancy and an end to this Agreement, once four weeks have elapsed. You will be charged rent during this four week period and we will hold the keys on your behalf. During this four week period we reserve the right to enter the property to carry out repair and maintenance works and/or undertake security works we deem appropriate. You may access the Property during this period with our prior permission which we will not unreasonably withhold.
- 17.5 The Property (including the Garden, outbuildings and loft space) must be left in a clean and tidy condition. You must clear and dispose of all your personal belongings, furniture and personal effects including rubbish from the Property.
- 17.6 You must make good any damage to the Property before ending your Tenancy. Any alterations or additions that have been carried out to the Property by you, anyone living with you or visiting you, without our written permission, must also be returned to their original state prior to ending your Tenancy.
- 17.7 We will remove, store and if not collected within one calendar month, sell or otherwise dispose of, any furniture, goods or personal items which you fail to remove from the Property at the end of your Tenancy either on surrender of the Property by abandonment, court order or termination by you. At any time, once the Property has been vacated, we will immediately remove and dispose of any perishable goods or waste products that we consider would be unreasonable to store as stated above. This includes such items as food, rubbish, domestic waste and goods damaged beyond economical repair. You will be responsible for all reasonable costs which we may incur in collection, storage and/or disposal of the above.
- 17.8 Unless required by law we will not be responsible for any damage or loss of goods/belongings stored by us under 17.7 above.

18. Consultation and Information

18.1 Right to Consultation

You have the right in law to be consulted in respect of certain matters which relate to your Tenancy including significant changes to this Agreement. This is explained in more detail in the Tenants Handbook.

18.2 Right to Information

We must provide you with a copy of your Tenancy Agreement. We publish our policies and procedures which you may see, together with a range of other information booklets on our website www.nwleics.gov.uk. These are available in hard copy upon request. The Data Protection Act 2018 provides you with the right to request information that we hold about you. The Freedom of Information Act 2000, makes additional information available to you.

19. Notices

- 19.1 We may serve any notice on you at the Property by putting the notice through the letterbox, by fixing the notice to the Property, by leaving the notice with somebody for you at the Property or by sending the notice by post to the Property. This is in addition to serving the notice on you in person.
- 19.2 If you wish to serve any notice in connection with legal proceedings it should be served on your Landlord at:
- North West Leicestershire District Council, Housing Department,
Council Office, Coalville, Leicestershire, LE67 3FJ
- 19.3 For all other notices e.g. Notice to Terminate your Tenancy or requests for permission, please contact the Housing Management team in writing at the above address or email housing.mgt@nwleicestershire.gov.uk or by using the appropriate e-form online.

Tenancy Agreement

This is a legal contract which sets out the terms and obligations of the Tenancy. You should read it carefully to ensure that you understand each of the terms and obligations.

If you do not understand this Agreement you are advised to ask for it to be explained to you before signing. You may consider consulting a solicitor, Citizens Advice Bureau or Housing Advice Centre to assist or advise you.

This Tenancy Agreement made between North West Leicestershire District Council and

Tenant one _____ (Print name)

Tenant two _____ (Print name)

Type of tenancy:

The address of the Property is:

House number: _____

Street _____

Town _____

County _____

Postcode _____

Start date of tenancy: []

Rent £

Service Charge £

Insurance £

Heating £

Total £

Introductory Tenancies only

Possible start date of Secure Tenancy:
(Based on key received date and subject to any order for extension)

Fixed Term Tenancies only

Date that Fixed Term Tenancy will come to an end:

Please note that these amounts are correct at the start of your Tenancy and the amounts may change.

You will be given prior written notice of the new rent charges.

Date keys received:

Type of Property: House Flat Bungalow Studio Maisonette
Detached Semi Terraced

Number of bedrooms:

Garden: None Front Rear Side

If You sign this Agreement, it means You accept the Agreement as binding.

I/We agree to accept the Tenancy of the above Property on the terms and conditions set out in this Agreement a copy of which I/We have received, read and understood.

Tenant one _____ Signature

Tenant two _____ Signature

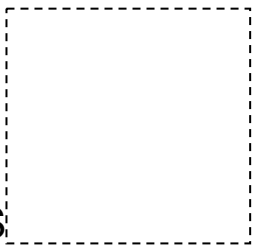
Signed on behalf of The Landlord

Full Name _____ Print Name _____

Signature

Position _____

Tenant Photographs

S: 

[For office use only]



Name of Successor:

Date of Succession:

I am aware there is only one succession, to one individual allowed in law and that no further successions may take place in relation to this Tenancy.

I agree to accept the Tenancy of the above Property on the terms and conditions set out in this Agreement a copy of which I have received, read and understood.

Successor:

Print full Name:

Signed:

Dated:

Signed on behalf of the Landlord:

Full Name:

Signed:

Position:

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP - WEDNESDAY, 6 MARCH 2019

Report Title	S106 AGREEMENT CONTRIBUTIONS TO HEALTH - ANNUAL UPDATE
Contacts	Councillor Trevor Pendleton 01509 569746 trevor.pendleton@nwleicestershire.gov.uk Planning Policy Team Manager 01530 454677 ian.nelson@nwleicestershire.gov.uk
Purpose of report	To provide an update concerning the Section 106 money that has been secured to be spent on health within the District.
Council priorities	Value for money Homes and communities
Implications:	
Financial/Staff	The monitoring of S106 Agreements is managed in the Planning Policy team within existing resources.
Link to relevant CAT	Not applicable
Risk Management	Monies received as part of S106 Agreements normally have to be spent within a specified period. It is important that the spending of such monies be monitored to avoid a situation where the money has to be paid back to the developer/applicant.
Equalities Impact Screening	Not applicable
Human Rights	Not applicable
Transformational Government	Not applicable
Comments of Head of Paid Service	The Report is Satisfactory
Comments of Section 151 Officer	The Report is Satisfactory
Comments of Monitoring Officer	The Report is Satisfactory
Consultees	West Leicestershire Clinical Commissioning Group

Background papers	<p>Report to Policy and Development Group – 6 January 2016</p> <p>https://minutes-1.nwleics.gov.uk/documents/s8161/S106%20Health%20Monies.pdf</p> <p>Report to Policy and Development Group – 28 June 2017</p> <p>https://minutes-1.nwleics.gov.uk/documents/s11122/Report.pdf</p>
Recommendations	THAT THE POLICY AND DEVELOPMENT GROUP NOTE THE POSITION IN TERMS OF S106 MONIES FOR HEALTH

1.0 INTRODUCTION AND CONTEXT

- 1.1 The Policy Development Group considered a report concerning Section 106 contributions to health on 6 January 2016. That report set out that arrangements were in place between the Council and the West Leicestershire Clinical Commissioning Group (CCG) to administer the funding.
- 1.2 A further report was considered at the 28 June 2017 meeting of this Committee which provided an update in respect of 2016/17.
- 1.3 This report provides an update for 2017/18 and 2018/19 to date.

2.0 DETAILS OF MONEY SPENT

- 2.1 Table 1 below summarises the Section 106 money that was spent during 2017/18 and 2018/19 up to the end of December 2018 on health provision in North West Leicestershire.

Table 1 – health section 106 spend during 2017/18 and 2018/19 to date

Year	Site	S106 money spent on	Amount spent
2017/18	Citrus Grove Kegworth	Castle Donington surgery	£84,899.54
2017/18	Towles Pastures Castle Donington	Castle Donington surgery	£6,436.73
2017/18	Land rear of 112 Park lane Castle Donington	Castle Donington surgery	£125,543.61
2017/18	Land rear of 112 Park lane Castle Donington	Castle Donington surgery	
2017/18	Land rear of 112 Park lane Castle Donington	Castle Donington surgery	
2017/18	Former Wilsons Garage Site, Leicester Road, Ibstock	Ibstock House Surgery, Ibstock	£29,287.71
2017/18	Land at Rosebank View, Measham	Measham Medical unit	£32,195.92
2017/18	50 Tamworth Road Ashby de la Zouch	The Surgery, North Street, Ashby	£8,450.93
2017/18	Central Road, Hugglescote	Hugglescote Surgery	£10,655.07

Total spend 2017/18			£297,469.51
2018/19	Loughborough Road Thringstone	Whitwick Health Centre	£7,935.85
2018/19	Land off Frearson Road, Coalville	Whitwick Road surgery, Coalville	£1,194
Total spend 2018/19			£9,129.85

2.2 It should be noted that not all of the monies will be spent on actual physical works, but instead include payment to towards the costs of facilitating such works. For example, this might include the cost of getting plans prepared by architects. Therefore, whilst monies may have been utilised it is not always the case that this will be evidenced by onsite physical works.

2.3 It is also unlikely that a payment from one development will, in itself, be sufficient to enable an improvement to be undertaken. Instead it will be necessary to combine monies from a number of sites, as well as possibly securing funding from other sources. It is for this reason that Section 106 Agreements include a reasonable period for spending monies (normally 5 years).

3.0 DETAILS OF MONEY HELD

3.1 As at the end of January 2019 the council was holding £1,272,335.28 for health. Table 2 below summarises where this money is to be spent.

Table 2 – summary of S106 monies held by area

Area	Total
Ashby de la Zouch	£720,402.45
Coalville	£173,851.74
Kegworth	£117,648.95
Ibstock	£210,451.43
Measham	£49,980.71

3.2 It will be noted that no money is currently being held in respect of Castle Donington, but it is the case that further monies will be due in the future as new developments proceed. The reference to Coalville is to the wider urban area, including Hugglescote, Thringstone and Whitwick.

3.3 The CCG has been (and is) working with the individual practices to develop proposals for all of the above funding. The Planning Policy Team Manager meets with a representative of the CCG on a quarterly basis to review progress.

3.4 Of the total money held by the Council, £157,684.99 was received since 1 April 2018. In addition, invoices have also been raised recently for other health payments totalling about £28,000.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP - WEDNESDAY, 6 MARCH 2019

Report Title	NORTH WEST LEICESTERSHIRE ECONOMIC GROWTH PLAN 2019-21
Contacts	<p>Councillor Tony Gillard Tel. 01530 452930 tony.gillard@nwleicestershire.gov.uk</p> <p>Strategic Director of Place Tel. 01530 454555 james.arnold@nwleicestershire.gov.uk</p> <p>Head of Economic Regeneration Tel. 01530 454752 mark.fiander@nwleicestershire.gov.uk</p>
Purpose of report	<p>To provide Policy Development Group with the working draft for the NWL Economic Growth Plan 2019-21 and the associated Evidence Base.</p> <p>To consult with Policy Development Group ahead of undertaking wider stakeholder consultation on the strategy.</p>
Council priorities	<p>Building Confidence in Coalville Value for Money Business and Jobs Homes and Communities</p>
Implications:	
Financial/Staff	There are no financial implications of this report as approved funding of £210,000 is available to facilitate the delivery of the 2019-21 Economic Growth Plan.
Risk Management	None
Equalities Impact Screening	Not applicable
Human Rights	None
Transformational Government	None
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory

Comments of Monitoring Officer	The report is satisfactory
Consultees	None
Background papers	Cabinet report - meeting on 14 November 2017 Prospectus for Growth
Recommendations	THAT POLICY DEVELOPMENT GROUP NOTES THE WORKING DRAFT OF THE NWL ECONOMIC GROWTH PLAN 2019-21 AND THE ASSOCIATED EVIDENCE BASE AND PROVIDES COMMENTS ON THE PLAN TO CABINET

1.0 BACKGROUND

- 1.1 In 2014, North West Leicestershire District Council commissioned consultants S4W to prepare an Economic Strategy for the District that aligned to the 2015 Leicester and Leicestershire Economic Partnership Strategic Economic Growth Plan (SEP).
- 1.2 The S4W commission resulted in the creation of the 2014-2018 North West Leicestershire Growth Plan. The plan, whilst never formally adopted, became an evidence base and action plan for the Council and partners to support economic growth.
- 1.3 In August 2017 the Business Focus team began planning to refresh the Growth Plan. It was intended that the refresh would mirror the timing of the refresh of the SEP. However, following the Government's launch of 'The Industrial Strategy', the SEP refresh was halted and preparation commenced on a new Local Industrial Strategy (LIS).

Industrial Strategy and local Strategies

- 1.4 The Government launched 'The Industrial Strategy' in November 2017. The strategy sets out how the government will help businesses create better, higher-paying jobs and increase productivity across UK.
- 1.5 Leicestershire County Council has published their refreshed "Prospectus for Growth" (February 2019) which provides updated information on transport projects and proposals which will support growth including HS2, the A42 Expressway and the Coalville Transport Strategy.
- 1.6 The LLEP LIS will compile an evidence base about the Leicestershire-wide economy and outline priorities that capitalise on existing opportunities in the economy, address weaknesses and resolve needs. The LIS will align to the Leicester & Leicestershire Strategic Growth Plan and supersede the 2016 LLEP SEP and associated Sector Growth Plans.
- 1.7 The LLEP has agreed to develop the Leicester and Leicestershire Local Industrial Strategy and undertake public consultation in the summer of 2019.

2.0 NWL ECONOMIC GROWTH PLAN 2019 – 2021

- 2.1 In a series of four documents, the Economic Growth Plan sets out ambitions for North West Leicestershire and, working cooperatively with our partners, how we will continue to develop a thriving and sustainable economy and to play a prominent role in the regional and national economies.

- 2.2 As well as a strategic document, the Economic Growth Plan can also be utilised as a place marketing and inward investment tool and also as a lever to attract funding.
- 2.3 The Plan is based on making the most of the areas strongest assets in terms of People, Place and Business and ensuring that these three gears of the economy function effectively together. Using these gears, this new growth plan sets out a strategy for the growth of the local economy.
- 2.4 The Economic Growth Plan will underpin the Council's Delivery Plan and Local Plan and its delivery will be facilitated through a series of Council Departments Team Plans. The plan also feeds into other local strategies and plans such as the emerging North West Leicestershire Tourism Strategy.

3.0 STAKEHOLDER ENGAGEMENT

- 3.1 To support the delivery of the Economic Growth Plan, the Business Focus Team will continue to work in partnership with local businesses, the National Forest, Leicestershire County Council, the Leicester and Leicestershire Enterprise Partnership, Stephenson College, Job Centre Plus, neighbouring authorities and other regional bodies.
- 3.2 Following consultation with Policy Development Group, the Business Focus Team will seek Cabinet approval to formally undertake stakeholder engagement with the aforementioned partners to ensure they approve and support the plan and the objectives within the plan that relate to their organisations.
- 3.3 Following the stakeholder engagement the final draft Economic Growth Plan will return to Cabinet in June 2019 for formal approval.

4.0 GOVERNANCE

- 4.1 The success of the Economic Growth Plan will be monitored by the extent to which the objectives set out in the document are achieved, but also by considering the outcomes they bring.
- 4.2 The delivery of the plan will be monitored through the Council's Business Corporate Action Team (CAT). The CAT brings together expertise from various disciplines across the council to deliver the Council's key business facing services.
- 4.3 Furthermore, a baseline of the most recent economic data has been collected in the Economic Growth Plan – Evidence Base. This evidence base was used to shape the production of the plan and will be reviewed, updated and reported annually. It will be a measure of the delivery of the plan and identify what further actions or adjustments are needed to support continued economic growth.
- 4.4 Progress on the delivery of the strategy will be overseen by the Business Focus Team, the CAT and reported monthly to the Portfolio Holder for Business and through the Council's reporting framework.

5.0 FINANCIAL IMPLICATIONS

- 5.1 The Economic Growth Plan was prepared by the Business Focus Team using existing resources and officer capacity. The production cost associated with the graphic design and print of the documents will be met through existing Business Focus budgets.

- 5.2 The Plan will be delivered through programmed activities and projects budgeted within the 2019-20 Business Focus Team Plan and the team plans of other business facing Council Services. With our delivery partners, activities within the Business Focus Team Plan include: supporting businesses and town centres, support for women in business, and skills and employment training for young people and for those furthest from the workplace.
- 5.3 The Business Focus Team Plan also includes the delivery of the Council's proposed £250,000 Enterprising Phase 3 grants programme. Phase 3 builds on the Council's highly successful Enterprising programmes which have supported over 100 local businesses with grant funding and advice and has created over 100 new local jobs. Phase 3 will continue these successes and will provide much needed grant funding to growing SME's across the District, businesses within our town centres, new start-up businesses and support businesses to create new local jobs.
- 5.4 In addition to the Business Focus Team Plan operational budgets, £210,000 is available from the approved Local Business Fund to facilitate the delivery of the 2019-21 Economic Growth Plan. This funding commitment will be used to further deliver the objectives across the lifetime of the Plan and, where possible, to lever in additional external funding.
- 5.5 The Business Focus team will continue to monitor the availability of external public and private funding opportunities that the Council could bid into to help deliver the objectives with the Economic Growth Plan.

Forward.

– Bev Smith / Councillor Gillard / Councillor Blunt

Revised...

This *Economic Growth Plan* sets out our ambitions for North West Leicestershire, a thriving and ambitious district in the heart of the National Forest. Working cooperatively with our partners we will continue to develop a successful, sustainable economy playing an increasingly prominent role in the regional and national economy.

This plan sets out our ambition to showcase our excellent location, transport infrastructure, attractive natural, cultural and heritage assets, and to demonstrate to those who want to invest or develop companies in North West Leicestershire that we are open for business.

The first *North West Leicestershire Growth Plan* was published in 2014 and focused on how North West Leicestershire District Council, working with partners, would stimulate growth within the local economy after the 2008 UK recession.

Since that *Growth Plan* was published there have been significant changes in the U.K. economy, including business and investment challenges following the EU referendum. We are proud to report, however, that the last four years have seen significant investment in the District and in our market towns. The 2018 Grant Thornton 'Vibrant Economy Index' recognised North West Leicestershire as an outstanding performing area. The district's creation of wealth and jobs put us in the top 20% nationally for prosperity and the highest in the East Midlands - a ranking reflecting positive change for local people.

The District continues to provide a positive environment to do business, whether a new enterprise, a growing SME, new investors or for one of the many multi-national employers who have already chosen to be based here.

We trust this next stage of the Growth Plan will encourage the District's businesses and residents to rally round a shared aspiration for North West Leicestershire, encouraging further investment and public benefits in the process.

Over 100,000 residents and over 4,000 businesses call North West Leicestershire home. Each is an integral part of our shared ambition to secure our sustained economic prosperity and wellbeing now and in the years to come.

Original...

This Economic Growth Plan sets out our ambitions for North West Leicestershire, a place with an exciting future with so much to build upon within the heart of the National Forest. Working cooperatively with our partners we will continue to develop a thriving and sustainable economy to play a prominent role in the regional and national economy.

This plan sets out our ambition to showcase our excellent location, transport infrastructure, unique culture and heritage, and show the world that we are open for business.

The first North West Leicestershire Growth Plan was published in 2014 and set out how North West Leicestershire District Council, working with partners, would stimulate growth within the local economy after the 2008 UK recession.

Since the growth plan was published there have been significant changes in the overall performance of the economy, and also uncertainty in response to the EU referendum and in preparation for EU Exit. However, there has also been significant investment in the District and in our market towns. The 2018 Grant Thornton 'Vibrant Economy Index' recognises North West Leicestershire as an outstanding performing area. The district's creation of wealth and jobs puts us in the top 20% nationally for prosperity and the highest in the East Midlands.

The District provides a competitive environment in which to do business, whether it be for a new enterprise, a growing SME, for new investors or for one of the many multi-national employers who have already chosen to be based here.

There are over 100,000 residents and over 4,000 businesses who call North West Leicestershire their home. They are an integral part of the journey for sustained economic prosperity and wellbeing for today, tomorrow and future generations.

We hope this plan will inspire our business and residents to share our aspirations for North West Leicestershire and encourage further investment.

Background.

The 2014 North West Leicestershire Growth Plan identified growth priorities for North West Leicestershire up until 2018, and was prepared in consultation with partners to coincide with the production of the Leicester and Leicestershire Strategic Economic Plan (SEP). Both the original growth plan and the SEP used the same structure, based on making the most of the areas strongest assets in terms of People, Place and Business and ensured that these three gears of the economy function effectively together.

Using these gears, this refreshed growth plan sets out a long-term strategy for the growth of the local economy. It is necessary to realise that the plan will be influenced by the Government's Industrial Strategy and the emerging Local Industrial Strategy (LIS) which is currently being prepared by the Leicester and Leicestershire Enterprise Partnership.

The emerging LIS is underpinned by a prospectus which identifies a series of priority sectors. Even though not all of the key growth areas identified within the LIS prospectus are relevant priorities to the North West Leicestershire area, the District has a significant role to play in delivering Leicestershire's planned growth. Therefore it is essential that the policy context for the growth plan in addressing local priorities is consistent and supportive of the wider growth agenda.

North West Leicestershire has a diverse and prosperous economy, based in the heart of the National Forest with strong road, rail, air and digital infrastructure. Central to the three cities of Leicester, Derby and Nottingham and the M1, M6, M42 golden triangle, the District is home to East Midlands Airport and the Strategic Rail Freight Interchange at Leicestershire International Gateway. The Eastern leg of HS2 phase 2 will result in the construction of a new high speed railway through North West Leicestershire, connecting to the East Midlands Hub Station at Toton.

This plan will underpin the Council's Delivery Plan and will also feed into other local strategies such as the North West Leicestershire Tourism Strategy. The plan will create a clear pathway to support local growth and create a framework for delivery of key priorities, objectives and to steer resources.

Investment.

Since the 2014 growth plan was published, North West Leicestershire District Council has worked closely with partners and developers to enable significant investment in the District and in our market towns.

Investment in town centres:

NWLDC plans for a £20million development to build a new state of the art leisure centre in Coalville.

NWLDC £1million investment to create much needed new car parking provision on North Street in Ashby.

Council plans for a strategic public realm led regeneration scheme to transform Marlborough Square, creating a new public square and event space in Coalville town centre.

NWLDC £600,000 investment in the creation of a new high quality market hall in a long term vacant retail property on Marlborough Square, Coalville.

A £700,000 Council funded grant scheme to assist property owners to undertake improvements to shops in Coalville town centre.

A £90,000 investment to provide free to access Wi-Fi in Coalville and Ashby Town Centre.

A £45,000 grant towards the renovation and reopening of the Emporium night club in Coalville.

A £50,000 grant towards the renovation, restoration and reopening of the former Ashby Road bus depot in Coalville back into employment use.

A joint venture to acquire and demolish the abandoned Pick and Shovel public house and replace it with Royal Oak Court, a new social housing provision in Coalville town centre.

A joint venture to acquire and demolish the vacant Coalville Police station and replace it with new social housing provision in Coalville town centre.

Investment in the National Forest:

An investment to enhance visitor attractions by funding the installation of new High/Low ropes activities in Conkers.

Further investment within the National Forest to support the planting of new trees.

Council investment to support the National Forest to launch of the first Timber International Forest Festival.

Investment in infrastructure:

A £7m initiative to increase capacity at the M1 junction 22 roundabout and the A42 junction 13 roundabout to support growth on the A511 corridor.

Extensive infrastructure improvement works to junctions 24 and 24a of the M1 including the introduction of a Smart Motorway system, improved access to the A50 and a new bypass for Kegworth.

Investment in the major road network creating new by-passes for the villages of Kegworth and Castle Donington.

A multi-million pound investment through Leicestershire County Council, supported by the District Council to roll out Superfast fibre connectivity to homes and businesses across the North West Leicestershire.

A partnership with East Midlands Airport and Trent Barton has created an enhanced Skylink service providing public transport connection from Coalville to East Midlands Airport, the East Midlands Gateway and through to Nottingham.

Investment in property:

A £5.5million Leicestershire County Council and LLEP project to provide new start up and move-on business units in Coalville providing much needed new workspace.

The ongoing development of SEGRO Logistics Park at East Midlands Gateway, a 700 acre development for up to 6,000,000 sq ft of logistics accommodation and a Strategic Rail Freight Interchange.

The continued growth of East Midlands Airport and the new investment made by both DHL and UPS to expand and create new employment space at the airport.

Investment in Business Growth:

A £500,000 series of NWLDC funded grant programmes to support the creation and growth of SME businesses, retailers and entrepreneurs in North West Leicestershire that support the creation of new local jobs.

The Council also enable significant private sector investment in the district from the likes of Ibstock Brick, Trunet Group, Amazon, Birlea Furniture, Stobarts, Pharmacy2U, Aldi, Moran Logistics, UPS, Rolls Royce and many others.

This investment shows the attractiveness of North West Leicestershire as an excellent area to invest and to do business as well as to provide new employment opportunities.

Working in Partnership.

The District Council delivers a number of key services that creates the environment to do business and enable new investment and growth in the District.

To maximise the impact of our work, the Council will continue to work in partnership with local businesses, the National Forest, Leicestershire County Council, the Leicester and Leicestershire Enterprise Partnership, Stephenson College, Job Centre Plus, neighbouring authorities and other regional bodies to support the continued growth of North West Leicestershire.

This work will particularly focus on three core challenges:

- People – Skills, access to employment, entrepreneurial spirit, health and wellbeing
- Place – Infrastructure, connectivity, quality of life, environment
- Business – Business growth, new enterprise, investment, private sector jobs

DRAFT

Growth Sectors.

Priority sectors for growth, based on official data from the Office of National Statistics and emerging opportunities within the district:

- Manufacturing
- Logistics and Distribution
- Construction
- Professional, Scientific and Technical
- Creative, Cultural and Tourism

There are also strong local sectors which are not considered to be priority growth sectors for the future, but will continue to play a significant role in the local economy.

DRAFT

Challenge 1 People:

Principles - Skills, access to employment, entrepreneurial spirit, health and wellbeing

North West Leicestershire has a growing population of over 100,000. 91.5% of our resident population aged 16-64 have at least an NVQ1 and 43.5% have obtained at least NVQ4. Both attainments are higher than the Regional and National Averages.

The availability of a diverse workforce with the appropriate skills for business is vital if the local economy is to be successful and resilient. Our residents will have greater employment and entrepreneurial opportunities available to them if they have higher levels of skills, educational attainment and healthy lives.

Growth in future productivity will rely on ensuring that local people can meet challenges of changing employment needs, take up local job opportunities and, that those not economically active, are encouraged to participate effectively in the labour market.

Objectives

- Support the recruitment and training opportunities for local people in regard to new and existing businesses. For example, the work with the SEGRO Logistics Park employment group.
- Work with partners to ensure that the workforce needs of businesses are met, and help to raise skill levels and productivity.
- Encourage local businesses to become a Disability Confident Employer and for employers to adopt a more open recruitment policy, so that those furthest from the labour market can access employment opportunities.
- Work with partners to ensure that young residents can access careers advice and relevant information on future employment opportunities with local companies in key growth sectors.
- Assist the LLEP and other partners to facilitate relationships between local businesses and schools and colleges. This will ensure that future employment needs are met and opportunities are highlighted, particularly in growth sectors.
- Develop and enhance North West Leicestershire District Council's apprenticeship programme and provide volunteering and work experience opportunities within the organisation.
- Promote the employment and training opportunities provided by partner organisations, such as the Leicester Employment Hub, to support those furthest from the labour market into employment.
- Promote workplace health interventions and countywide sport and leisure initiatives to ensure that residents are aware of the benefits of health and wellbeing in the workplace and the impact this has on increased productivity.
- Work with the Supporting Leicestershire Families team to continue to provide support to vulnerable families in North West Leicestershire with a particular focus of assisting people into employment.
- Ensure that current and future employment opportunities from both the construction and implementation phases of HS2 are promoted locally.

Challenge 2 Place:

Principles – infrastructure, connectivity, quality of life, environment

Our location and environment has been a considerable driver for the economy of North West Leicestershire, be that in terms of natural resources, natural assets and the location of strategic national and international transport links.

The District lies at the heart of the National Forest and much of the District remains rural in character with attractive countryside. Our historic market towns and business parks sit at centre of the national transport network, hosting East Midlands Airport and are served by the A42/M42, A50 and M1 corridors.

Providing the necessary environment for businesses is essential to support continued sustainable economic growth and competitiveness. The local business environment needs to continue to offer access to suitable premises and land with good transport links, effective digital connectivity, appropriate housing provision for the workforce and access to excellent quality of life facilities including town centres, leisure and open space.

Objectives

- Explore opportunities to provide better public transport connections linking communities to major employment areas, including cycle ways, bus networks, rail links and the Leicestershire International Gateway.
- Facilitate the development of East Midlands Airport and the wider Leicestershire International Gateway.
- Support the development of the SEGRO Logistics Park and the Strategic Rail Freight Interchange.
- Enable continued investment in the A42 Expressway, the A511 corridor and other major road networks serving North West Leicestershire.
- Lobbying to protect the District's interests and maximise the economic benefits in relation to HS2.
- Develop the work of the Coalville and Ashby Projects to maximise private and public investment into our market towns.
- Continue to support and develop our smaller local centres to be vibrant hubs for their communities, businesses and visitors.
- Support proposals for increased investment within the National Forest to develop the tourism offer and support the rural economy.
- Encourage activity and investment that supports and enhances the tourism offer of North West Leicestershire.
- Ensure there are sufficient employment sites and premises in the district and help to identify gaps in provision by working with developers and partners, particularly for incubation and follow on space.
- Work with developers, agents and partners such as the LLEP and the Invest in Leicester team to attract new businesses into the District and assist with indigenous expansions.
- To support the continued roll out of Superfast Leicestershire to improve digital connectivity of homes and businesses across the District.
- The continuing delivery of the South East Coalville and Money Hill developments and ensure that the new housing developments relate to their town centres and local services.

- Support Leicestershire County Council and Midlands Connect to deliver their investment strategies for continued improvements to the highway and transport infrastructure that serves the district.
- To work with a range of partners to maximise the delivery of affordable housing within North West Leicestershire to ensure that residents have access to good quality affordable homes.

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Challenge 3 Business:

Principles – Business growth, new enterprise, investment, private sector jobs

Businesses are the engine of growth and local opportunity, and a varied resilient economy ensures that opportunities are maximised. Growth is generated by new business start-ups, indigenous business expansion and new businesses locating to the area.

Strong business productivity is reliant on many factors including a good supply of skilled workers, but also relies on availability of suitable premises, efficient supply chain links, transportation links and access to finance.

Individuals committed to developing a business will also need additional advice and support, particularly in the early stages of their development when most at risk. North West Leicestershire will continue to offer a competitive business environment and access to effective support.

Objectives

- Encourage entrepreneurial activity by delivering programmes of support including start your own business workshops.
- Help to deliver specific support to assist more women to start a business or to consider self-employment.
- Provide young people access to business advice and support that enables them to explore entrepreneurial opportunities.
- Continue to deliver the Council's Enterprising Grants schemes to assist business growth, to increase productivity and boost local employment.
- In association with Partners, continue to provide local businesses with advice and support. Particular focus should also be placed on those businesses in our towns and local centres and those in key sectors.
- Provide information to businesses in North West Leicestershire about the Leicester and Leicestershire Business Gateway and aim to achieve a higher enquiry take-up.
- Ensure there is sufficient provision of workspace and support for new enterprise and for business start-ups.
- Facilitate programmes that assist businesses in staff recruitment and upskilling. For example, hosting jobs and skills fairs with particular emphasis on those furthest from the labour market and to promote a more open recruitment policy.
- Ensure there is a "Soft Landing" package for potential investors to make informed decisions about locating to North West Leicestershire.
- Assist North West Leicestershire businesses affected by the proposed route of HS2 to relocate and look to ensure that local businesses are aware of HS2 supply chain opportunities.
- Encourage local businesses to get the most from their apprenticeship levy to create new apprenticeship opportunities and upskill their existing workforce.
- Provide specialist advice such as environmental health, planning, building control and licensing to local businesses to ensure that they are regulatory compliant.

Delivery.

The North West Leicestershire Economic Growth Plan has been developed against the backdrop of an emerging Local Industrial Strategy (LIS). While the exact detail of the LIS are still being shaped, the LIS can be expected to play a significant role in shaping the strategic direction of the Leicester and Leicestershire area and also the distribution of emerging government funding.

The success of the Growth Plan will be monitored by the extent to which the objectives set out in the document are achieved, but also by considering the outcomes they bring.

Strong local governance is required. The North West Leicestershire Economic Growth Plan 19-21 will be underpinned by action plans that will be implemented by the Council's Business Focus Team and our Business Corporate Action Team (CAT). The CAT brings together expertise from various disciplines across the council to deliver the Council's key business facing services.

Furthermore, a baseline of the most recent economic data has been collected in the Economic Growth Plan – Evidence Base. This evidence base will be reviewed, updated and reported annually and will be a measure of the delivery of the Growth Plan and identify what further actions or adjustments are needed to support continued economic growth.

Progress on the delivery of the strategy will be overseen by the Business Focus Team, the CAT and reported to the Portfolio Holder for Business and through the Council's reporting framework.

The successful implementation of this plan will be enabled through strong partnerships with the Council and require input from local businesses, the National Forest, Leicestershire County Council, the Leicester and Leicestershire Enterprise Partnership, Stephenson College, Job Centre Plus, neighbouring authorities and other regional bodies.



Invest in North West Leicestershire

Home to...




North West Leicestershire

North West Leicestershire is the perfect environment for business.

A combination of good transport links, an adaptable workforce, strong support services and a number of strategically significant growth sectors have contributed to the District becoming one of the fastest growing areas in the country.

For investors looking at new opportunities, the area can provide a wide range of suitable sites and premises at competitive prices.



Coalville Town Centre

- North West Leicestershire District Council continues to drive a significant investment programme to facilitate the continued regeneration and growth of Coalville town centre.
- Since 2014 the Council have facilitated investment of over £5million in developing sites, premises and infrastructure to support the growth of our market towns.
- Coalville is the administrative centre of the district with a population of almost 50,000 within a three mile radius.
- The town has excellent transport links sitting on the A511 between Junction 22 of the M1 motorway and Junction 13 of the A42. The town also has excellent access via the M42 into Birmingham and Nottingham.

Coalville Development Opportunity: Capri Park

- Capri Park is situated in Coalville town centre at the junction of Hotel Street and Whitwick Road, adjacent to the Belvoir Shopping Centre.
- Providing 6 units around 154 car park spaces, with excellent frontage and access to Coalville town centre.
- The 64,000 sq ft scheme provides an opportunity for both food and non-food retailers.



Coalville Development Opportunity: Wolsey Road

- The land off Wolsey Road is a cleared 4 acre development site in Coalville Town Centre just off Memorial Square.
- The town has excellent transport links sitting on the A511 off Junction 22 of the M1 motorway.
- Subject to planning permission, the site presents a mixed use development opportunity within the town centre.



The National Forest

- The National Forest is one of Britain's boldest environmental projects: the creation of a new forest across 200 square miles of Leicestershire, Derbyshire and Staffordshire.
- The continued growth and management of the Forest makes it more accessible so that the Forest benefits everyone.
- Creating a woodland culture and providing quality of life and green spaces that provide lasting benefits for generations to come.



East Midlands Airport

- East Midlands Airport is an international gateway that connects the Midlands, and the wider UK, into the global economy.
- East Midlands Airport is the UK's busiest pure cargo airport and second only to Heathrow, handling over 350,000 tonnes of flown cargo every year.
- The Airport is the UK hub for DHL and UPS, and support operations for both TNT and Royal Mail.
- With room to grow, the airport's thriving cargo facility is expanding to meet the demands of importers and exporters.



A511 Growth Corridor

- Between the M1 Junction 22 and A42 Junction 13, the A511 Growth Corridor connects Bardon Industrial Estate and the towns of Coalville and Ashby de la Zouch.
- Strategic housing growth at Money Hill in Ashby and at South East Coalville.
- Vibrant industrial estates and business parks.
- Diversity and scale of local employers including: Aggregate Industries, Amazon, Antalis, Ashfield Health Care, Bott, Ceva Logistics, Davidsons, DHL, Fisher German, HK Wentworth, Hill Rom, Hormann, Matsuura, Plastribution, Roca, Siemens, Stephenson College, Tulip, Wilson Vale, Winbro and many, many more.



Council Owned Property

- North West Leicestershire District Council have 95 commercial properties across North West Leicestershire.
- Units are available to let in town centres, on business parks, industrial estates, rural settings and in the surrounding areas.
- Our portfolio consists of offices, light industrial units, retail units and craft workshops, ranging in style, size and location.



Vulcan Park – Coalville

- Leicestershire County Council's £5.5million planned development in Coalville will open in the Summer 2019.
- The new build will offer a range of high-spec industrial units to let with unit sizes from 1,000 sq ft up to 9,000 sq ft.
- The development will support small start-ups and growing businesses and will create over 100 new jobs.



SEGRO Logistics Park – East Midlands Gateway

- A 700 acre development with planning consent for up to 6,000,000 sq ft of logistics accommodation.
- Centrally located, adjacent to East Midlands Airport and direct access to J24 of the M1.
- The development incorporates a 50 acre Strategic Rail Freight Interchange.
- Current occupiers include Amazon, Khune & Nagel, Shop Direct and XPO.



East Midlands Distribution Centre (EMDC)

- EMDC is recognised as a strategic distribution location and is only minutes from the M1, A50 and East Midlands Airport.
- EMDC offers a multi-modal distribution centre at the heart of the UK.
- Detailed planning consent granted buildings can be fast tracked and delivered quickly to meet specific occupier timescales.
- Home to occupiers including Birlea Furniture, Interlevin Refrigeration, Klober, Marks & Spencer and Moran Logistics.



Mountpark – Bardon Hill

- Mountpark Bardon is a prime Midlands distribution / logistics park extending to 145 acres. 2.5 miles from junction 22 of the M1.
- The first phase of Mountpark Bardon includes 1.4 million sq ft, including the 1 million sq ft fulfilment centre for Amazon as well as new operations for Stobart and Pharmacy2U.
- A second phase of development is consented with flexibility to accommodate a range of unit sizes from 200,000 sq ft up to 1.3 million sq ft.



225 at Interlink – Bardon Hill

- 225 at Interlink is located 1.5 miles from J22 of the M1 at the heart of the Golden Triangle.
- Local occupiers include Laura Ashley, Canon, Amazon, CEVA, Antalis, Graphic Packaging International and Bunzl.
- 58 HGV trailer and 174 car parking spaces.
- 225,690 sq. ft. warehouse and fitted offices.
- BREEAM Excellent and EPC A Rated.



Zorro – Ashby de la Zouch

- Zorro provides unrivalled access to Junction 13 of the A42 which in turn provides access to the M42 south to the M6, M6 Toll, M40 and Birmingham. To the north the A42 connects with the M1 providing access to East Midlands Airport, Nottingham and Derby.
- Industrial/ Warehouse development providing 235,000 sq ft
- Situated on the well established 43 acre Ashby Business Park at the Gateway to Ashby de la Zouch.



G Park – Ashby de la Zouch

- 24-hectare land plot providing the opportunity to develop up to 79,000 sq m of rail-connected logistics space.
- Access to site from Junction 13 of the A42.



Howard Tenens: 70k

- New 70,000 sq ft of high specification industrial warehouse in Ashby de la Zouch.
- Access to Junction 13 of the A42.
- Planning approved for a new high specification detached warehouse of steel portal frame construction and ground and first floor offices.



**North West Leicestershire
Economic Growth Plan
Evidence Base**

2019 - 2021

January 2019

1 North West Leicestershire

- 1.1 North West Leicestershire sits at the axis of the Midlands, strategically located 25 miles from Birmingham, Derby, Leicester and Nottingham. The District is at the centre of the national transport network, hosting East Midland's Airport, the M1 corridor and also main line rail services provided at East Midlands Parkway. The A42/M42 and the A50 provide an important East/West connection.
- 1.2 It is an area primed for economic growth, particularly having development prospects that are of national and international significance. Our location has proved to be a major attraction to inward investors and developers and our indigenous businesses are growing strongly after the economic slowdown. We have an experienced workforce, excellent natural environment (including being at the heart of the National Forest) and have areas of attractive and accessible countryside.
- 1.3 Delivering economic growth is critical to the wellbeing and prosperity of the District's population. We must be aware of the uncertainty in the local and national economy in light of Brexit and the unknown impact this may have on our residents, businesses and future funding.
- 1.4 North West Leicestershire District Council is keen to ensure that opportunities are realised, so that our growth potential can be fully grasped. At the same time, we also recognise that a number of challenges need to be addressed, in particular access to areas of new opportunity, making sure that local residents have the skills that businesses need to be successful and maximising the economic impact of visitor spending in the area.
- 1.5 This Economic Growth Plan sets out how North West Leicestershire District Council, working with partners, will work to stimulate growth within our local economy. We already have a strong track record of partnerships - internally within the District, across the wider County and Region and nationally. The plan sets out our ambitions, but is also realistic as to where the public sector can make a difference and where our limited resources will be best applied. The plan runs from 2019-2021.

2 Background to the Growth Plan

- 2.1 The 2014 North West Leicestershire Growth Plan identified growth priorities for North West Leicestershire up until 2018, and was prepared in consultation with partners to coincide with the production of the Leicester and Leicestershire Strategic Economic Plan (SEP). Both the original growth plan and the SEP used the same structure, based on making the most of the areas strongest assets in terms of People, Place and Business and ensured that these three gears of the economy function effectively together.
- 2.2 Using these gears, this refreshed growth plan sets out a strategy for the growth of the local economy. It is necessary to realise that the plan will be influenced by the Government's Industrial Strategy and the emerging Local Industrial Strategy (LIS) which is currently being prepared by the Leicester and Leicestershire Enterprise Partnership.

- 2.3 The emerging LIS is underpinned by a prospectus which identifies a series of priority sectors. Even though not all of the key growth areas identified within LIS prospectus are relevant priorities to the North West Leicestershire area, the District has a significant role to play in delivering Leicestershire's planned growth. Therefore it is essential that the policy context for the growth plan in addressing local priorities is consistent and supportive of the wider growth agenda.

3 Strategic Context

- 3.1 Partners across Leicester and Leicestershire have been working with the LLEP over the past year to develop a Local Industrial Strategy, which will set out the area's priorities in the period up to 2030, to grow the economy and deliver the ambitions of the national Industrial Strategy and the Midlands Engine 'Vision for Growth'.

- 3.2 The LIS prospectus states "Our place generates nearly £23.5 billion GVA (Gross Value Added) per annum and we are home to 42,400 businesses providing 485,000 jobs for our people. Our ambition is to be the most productive economy in the Midlands by 2030 contributing at least £30 billion each year to the UK Economy. We have one of the youngest and fastest growing populations in the Country and our ambition is to build 187,000 new homes by 2050".

- 3.3 To meet this vision the LLEP will focus on supporting sectors of high value productivity to generate fast growth and also supporting those industries that need help to make them more productive.

- 3.4 The LIS identifies 5 priority growth sectors:

- Space Technologies
- Life Sciences – Health & Medical Technologies
- Advanced Manufacturing and Engineering
- Advanced Logistics
- Textiles – Design & Manufacturing

- 3.5 The LIS prospectus provides an overarching framework for a number of growth opportunities with these priority growth sectors, including:

- New Strategic Rail Freight Interchange being constructed at the SEGRO Logistics Park.
- SEGRO Logistics Park as a potential site for one of five Heathrow Expansion Logistics Hubs.
- The development of a Logistics Institute of Technology led by North Warwickshire and South Leicestershire College to supply the technical skills required to improve productivity within the sector.
- Develop and support the global cargo capability and potential Free Trade Zone at East Midlands Airport

In addition to the priority sectors, the LIS will also focus on enabling sector growth by:

- Transforming our road and rail networks and deliver the next generation of digital connectivity.
 - Building thousands more homes in strategic locations.
 - Cultivating thriving business communities within our towns and rural areas.
 - Developing nationally significant educational institutions to ensure that our existing and future workforce is equipped to innovate and develop new technologies and services.
 - Investing in towns for the future, making them attractive to investors who are looking to locate here; for visitors to the area and more importantly to be the hub for local residents.
 - Developing high quality incubator and grow-on space adjacent to town centres providing spaces for our SMEs to grow and innovate.
 - Supporting our networks of rural businesses to underpin our heritage and wider economy through tourism, art and culture and local food and drink production.
- 3.6 This Plan will need to be considered in the context of other important national, regional and local strategies/plans. A list of relevant strategies can be found in Appendix B of this report.

4 People

Demographics

- 4.1 North West Leicestershire covers 279 sq km and in 2017 had a resident population of 100,109¹ and is expected to rise by around 15% by 2039². In the past 10 years the District's population has increased by 9.4% - at a faster rate than the East Midlands Region (8.3%) and for Great Britain (7.7%) over the same time period. Nearly 62% of the population are of working age³. Almost half of the population live in the two main towns in the District, Coalville (34,575) and Ashby de la Zouch (12,370)⁴. Other key settlements include Castle Donington, Ibstock, Kegworth and Measham.

Economic Activity Rates

- 4.2 Economic activity rates for all people in the District stands at 85.5% – far higher than both the East Midlands (77.9%) and Great Britain (78.4%)⁵. For men the economic activity rate is 94%, considerably higher than for women (76.9%). For both men and women, North West Leicestershire's economic activity rates out-perform both the regional and national average.
- 4.3 In terms of Jobs Density – the District performs extremely well – this measures the level of jobs per resident aged between 16 – 64 years and North West Leicestershire has the third highest proportion (0.99) in the whole of the East Midlands – meaning that there is practically one job available for every resident aged 16 – 64. Only Northampton &

¹ ONS Mid-year population estimates 2017

² ONS/CLG 2016 based Population & Household Projections

³ ONS Mid-year population estimates 2017

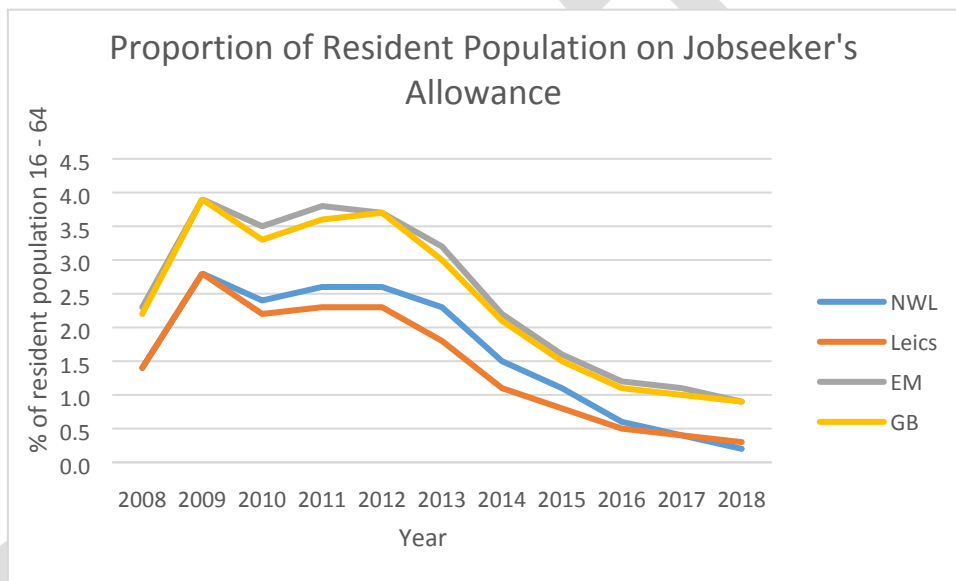
⁴ 2011 Census

⁵ ONS Population Survey 2017

Nottingham have a higher ratio. This illustrates the vibrant employment situation and reflects the location of the District.

- 4.4 The District has performed extremely well in the 2018 Grant Thornton ‘Vibrant Economy Index’ study. This study measures ‘economic successes. North West Leicestershire ranked in the top 20 percent nationally of all Local Authority areas in terms of Prosperity.
- 4.5 In the past, unemployment within North West Leicestershire has generally been slightly higher than the rate across Leicestershire. However, in the past year the Job Seekers Allowance Claimant Count has dropped below the County average ⁶and currently 0.2% of the working age population are on Job Seekers Allowance. The claimant rate is now significantly lower than the regional and national average as presented in Chart 1.

Chart 1



Source: Nomis: ONS Data relates to September of each year. November 2018

- 4.6 There remain pockets of higher claimant rates and lower economic activity across the District, especially in the wards of Blackfordby; Ashby Wouds; Castle Donington and Castle Rock. But rates are still relatively low compared to regional and national figure.
- 4.7 With changes to the Benefits system – moving some residents onto Universal Credit – it means that there are distortions in many of the statistics around the number of unemployed. In October 2018 there were 760 people in North West Leicestershire claiming Jobseekers Allowance and Universal Credit. This gives a rate of 1.2% - in line with Leicestershire as a whole but significantly lower than the East Midlands (1.8%) and GB (2.3%). Historical comparisons are unreliable because of the way data is collected following changes to the benefit system.

Young People

- 4.8 The Jobseeker’s Allowance youth claimant count across North West Leicestershire, aged 18-24 years, is 0.1%⁷, this is in line with the County average and lower than both the regional (0.7%) and national (0.6%) averages. Youth unemployment has fallen sharply

⁶ NOMIS DWP September 2018

across the District, falling from 560 to 5, from its peak in 2011 to September 2018⁷. This fall outperforms the County, region and national averages. Some of this decline will be due to the increased age of which claimants now have to be recorded as NEET (Not in education; employment or training). The number of NEETs has dropped significantly across the country as a result of the change in recording methodology.

- 4.9 Longer term unemployment (12 months plus) remains in line with the County average of 0.1% and below the East Midlands (0.3%) and GB (0.4%). With the age increase in claimants there has been a fall in the number of NEETs, but even though the numbers are low, they do still need specialist support from agencies such as Prince's Trust and Supporting Leicestershire Families.
- 4.10 The number of JSA claimants who have been unemployed over 12 months has fallen from a peak in September 2012 from 435 down to 40, recorded in September 2018. The long term unemployed represent 32.5% of all of North West Leicestershire's JSA claimants. This is a higher percentage of all claimants than in 2012 (28%). This trend is also reflected at County, Region and National level – perhaps emphasising the need for even more assistance for the long term unemployed.

Skills and Qualifications

- 4.11 In the past, a major challenge for North West Leicestershire has been the level of skills and qualifications attainment within the local workforce and the ability of local labour to compete. However, in the past three years, according to the ONS Annual Population Survey 2017⁸, the percentage of the working age population with an NVQ4 or above has increased at an amazing rate – to stand at 43.5% in 2017. This compares with only 22% in 2004. – In 2014 the figure still only stood at 28.0% and in the following three years the figures have increased year on year. The figure of 43.5% for NWL compares more favourably than Leicestershire (36.2%); the East Midlands (32.1%) and GB (38.2%). This rise could be due to an increase in higher skilled employment opportunities, an influx of higher qualified individuals moving into the area as new housing comes forward as well as local residents aspiring to better employment.
- 4.12 91.5% of the resident population aged 16-64 years have at least an NVQ1 or higher qualification – again higher than Leicestershire (90.3%); East Midlands (83.6%) and Great Britain (85.4%). There are no statistics for those with no qualifications in North West Leicestershire, as the 2017 sample size of this group was too small to be reliable.
- 4.13 Anecdotally, it is often suggested that there is mismatch between the skills requirements of employers and the skills of young people leaving education. Gaps between potential employees and businesses needs to be filled. Businesses need to engage with young people directly, and through their education providers, parents and careers to help inform the career choices and career pathways of the future workforce at an early stage.
- 4.14 The District Council, working in partnership with the LLEP, the Employment Hub and local schools and colleges are committed to improve the information available on local growth sectors both now and in future years and to improve the links between businesses and the education sector.

⁷ Claimant Count September 2018 NOMIS

⁸ ONS annual Population Survey 2017

Earnings

- 4.15 Workplace average hourly pay for jobs in North West Leicestershire* is below the Leicestershire, regional and national averages and also compares unfavourably for residence-based earnings**. Resident based hourly pay for women is lower than the County and region, although it has increased sharply over the past two years, whereas average gross hourly pay for men has fallen (whilst increasing in Leicestershire) as presented Table 1. It is important to support activity that allows residents to access some of the higher paid employment the District.

(* The wage paid to employees working in the District)

(** the wage paid to residents living in the District but whom may work elsewhere)

Table 1 - Median Hourly Pay by Workplace and Residence

	Workplace (2017)			Residence (2017)		
	Men £	Women £	Total £	Men £	Women £	Total £
North West Leicestershire	12.91	11.74	12.37	14.70	11.39	13.00
Leicestershire	13.23	11.44	12.67	14.56	12.31	13.52
East Midlands	13.08	11.30	12.46	13.54	11.74	12.91
Great Britain	14.56	13.17	13.99	14.56	13.18	14.00

Source: Nomis (2018 Annual Survey of Hours and Earnings)

Key Objectives – People.

- **Support the recruitment and training opportunities for local people in regard to new and existing businesses. For example, the work with the SEGRO Logistics Park employment group.**
- **Work with partners to ensure that the workforce needs of businesses are met, and help to raise skill levels and productivity.**
- **Encourage local businesses to become a Disability Confident Employer and for employers to adopt a more open recruitment policy, so that those furthest from the labour market can access employment opportunities.**
- **Work with partners to ensure that young residents can access careers advice and relevant information on future employment opportunities with local companies in key growth sectors.**
- **Assist the LLEP and other partners to facilitate relationships between local businesses and schools and colleges. This will ensure that future employment needs are met and opportunities are highlighted, particularly in growth sectors.**
- **Develop and enhance North West Leicestershire District Council's apprenticeship programme and provide volunteering and work experience opportunities within the organisation.**
- **Promote the employment and training opportunities provided by partner organisations, such as the Leicester Employment Hub, to support those furthest from the labour market into employment.**
- **Promote workplace health interventions and countywide sport and leisure initiatives to ensure that residents are aware of the benefits of health and wellbeing in the workplace and the impact this has on increased productivity.**
- **Work with the Supporting Leicestershire Families team to continue to provide support to vulnerable families in North West Leicestershire with a particular focus of assisting people into employment.**
- **Ensure that current and future employment opportunities from both the construction and implementation phases of HS2 are promoted locally.**

5 Place

- 5.1 Our location and environment has been a considerable driver for the economy of North West Leicestershire, be that in terms of natural resources, natural assets and the location of strategic national and international transport links.
- 5.2 The District lies at the heart of the National Forest which is rapidly developing as a tourism destination. It contains a number of leisure and visitor attractions and facilities such as Donington Race Circuit, the 1620's House at Donington le Heath, Moira Furnace, the Conkers Visitor Centre, Ashby Castle and the National Forest Youth Hostel.
- 5.3 Much of the District remains rural in character with attractive countryside in places. The principal town is Coalville and smaller settlements are found at Ashby de la Zouch, Castle Donington, Ibstock, Kegworth and Measham.
- 5.4 Coalville, as the main retail centre, is changing with the combination of private sector and public sector investment on projects such as improving the public realm, the redevelopment of key sites such as the former bus depot and the former police station. The District Council are also investing in a number of strategic assets in the town centre.
- 5.5 North West Leicestershire is located in the centre of England, on the western boundary of the East Midlands within close proximity to the major cities of Birmingham, Leicester, Derby and Nottingham. It has excellent strategic Motorway links but no rail passenger services. HS2 is due to run right through the District, following the A42, but there will be no stops within the District.
- 5.6 The location of regional and nationally significant activities at East Midlands Airport (EMA) and Castle Donington, inevitably means that more people commute into the District than leave it to find work. EMA handles over 4.8 million passengers a year, it is a significant UK passenger airport serving over 90 international and domestic destinations. East Midlands Airport is also the UK's busiest for dedicated air cargo traffic.
- 5.7 With such accessible road links the district sees a large flow of both inbound and outbound commuters with 19,246 residents commuting outside of the district for employment but 26,699 commuters traveling in. This makes a net inflow of 7,453.
- 5.8 The economic, physical and social profile of an area is the result of generations of activity and can have differing imprints in different communities. Whilst the profile may change rapidly as industries decline and new activities come in, the sense of place can be more resistant to change. For Ashby, with an ancient castle and a home in the history books, it is rather different to Coalville, as the name implies, Coalville developed rapidly in response to massive industrialisation.
- 5.9 New development relies on the timely provision of infrastructure and investment – this includes essential utility services, as well as a host of other factors including access to transport, schools, and open space, community and health and leisure services. Preserving the best of the past and addressing deficiencies to develop new amenities will be an important element in successfully planning for growth. The North West Leicestershire Local Plan, adopted in 2017, provides the local planning framework to coordinate future investment. A review of this plan is currently underway.

- 5.10 Of major significance to North West Leicestershire is the development at the East Midlands Gateway by SEGRO. The development will create a Strategic Rail Freight Interchange (SRFI) and provide nationally significant new rail and road connected large-scale distribution and storage facilities alongside the expansion occurring at East Midlands Airport such as UPS and DHL. These projects, currently under construction, will likely pull in employees from a very wide catchment, and it is a balancing act to ensure that these businesses attract the right calibre of staff whilst ensuring opportunities are available to local people. HS2 will run close to both SEGRO Park and East Midlands Airport and there will be a major HS2 hub at Toton – a few miles to the north of the District.
- 5.11 The Economic Growth Plan also recognises the porous boundaries we have, and the importance of working with neighbouring areas to support growth that can be mutually beneficial. There are six key strands to our work on “Place”:
- Employment Land and Premises
 - Housing
 - Low Carbon
 - Connectivity
 - Town and Local Centres
 - Visitor Attractions

Employment Land and Premises

- 5.12 Ensuring an adequate range of choice of land and premises in areas where the market wishes to invest is a fundamental requirement of any plan to promote growth. The district benefits from a wide range of existing provision from older industrial estates to new employment parks. For example, there are modern mixed use premises at Ivanhoe Business Park in Ashby; a mixed older development on Westminster Industrial Estate at Measham and Bardon Industrial Estate adjacent to the M1 which encompasses warehousing, industry and offices.
- 5.13 Furthermore, there are examples of reuse of historical properties for commercial purposes such as Donington Hall which is home to the corporate headquarters of Norton Motorcycle Company and the former Mantle Lane railway sheds at in Coalville that now form the Springboard Centre housing over start-up businesses.
- 5.14 Alongside all this are specialist facilities such as the air freight depot at East Midlands Airport and the rail freight interchange at SEGRO Logistics Park, which is currently under construction, at the East Midlands Gateway. Mountpark – home to Amazon; Eddie Stobarts and Pharmacy 2U has also been developed in the past two years.
- 5.15 The District has a number of key areas which look to accelerate infrastructure projects and programmes in order to achieve benefits of economic growth. These locations are critically linked to investment in developing key transportation corridors. Within the District, the 511 Growth Corridor and the cluster of freight and logistics related activity at the East Midlands Enterprise Gateway represent major opportunities. It is important we work with partners to secure the required public and private investment to develop and accelerate such investment in infrastructure.

- 5.16 The adopted Local Plan includes provision of additional land for employment purposes. It also acknowledges that there is a shortage of land for employment purposes when compared to the HEDNA (2017). A review of the Local Plan has commenced and will address this shortfall.
- 5.17 As the Economic Growth Plan is implemented, the need for specialist provision such as incubation centres and other managed workspace should be explored. Earlier in 2018, Leicestershire County Council gained planning permission for a range of high spec industrial units, partly funded by the LLEP, at Vulcan Court Coalville. This development will encourage more knowledge-intensive activity and build greater diversity and resilience in the economy. The incubation of knowledge-intensive activity could create potential partnerships with colleges and universities.

Housing

- 5.18 The adopted Local Plan makes provision for significant housing growth over the next 12 years. This can be a stimulus to growth through both the construction jobs created and the increase in local purchasing power from new residents moving into to these new homes.
- 5.19 A key housing development will be that at South East Coalville, where planning permission has been granted for 3,500 dwellings and development has commenced. This will provide a significant boost to the local purchasing power and so can provide a catalyst for investment in town centre regeneration.
- 5.20 Across the district the build rate for housing has significantly increased over the last 5 years and this has helped to release funding for local infrastructure improvements.
- 5.21 The Council is working with the other Leicestershire authorities on the development of a Strategic Growth Plan, which will provide a planning framework for the period up to 2050 which includes ambitious housing provision.
- 5.22 Current evidence has identified a need for new affordable housing of 194 homes a year between 2011 and 2036 to meet both existing need and future demand.
- 5.23 The majority, around 80% of this need is for rented accommodation with the remaining 20% representing low cost housing ownership.
- 5.24 As well as being a direct developer of affordable housing, the Council also works with Registered Providers (such as Housing Associations), Homes England and private developers to maximise the delivery of affordable housing within the district.
- 5.25 Recognising the link between housing and access to jobs, the Council recently amended its Council housing allocations policy to award a degree of priority for those who need to move because they cannot access available jobs from their current home.

Low Carbon

- 5.26 Low carbon technologies and the push to reduce carbon emissions are never far from the news, and over the coming decades, developments in low-carbon technologies will create many new jobs and necessitate large investment and changes in infrastructure.
- 5.27 The importance of a sustainable low carbon economy is vitally important today and for future generations. At the heart of the National Forest, North West Leicestershire District Council is committed to ensuring that growth is sustainable and in balance with the local

environment. Since 2003, over 20 wind turbines have received planning permission and the District is now home to a number of solar farms.

- 5.28 Since the 2014 Growth Plan, the Council have delivered a number of initiatives to help improve the sustainability of Council-owned assets.
- 5.29 In 2014 the Council conducted a pilot project to investigate the options available for using renewable energy systems on its social housing stock. 12 properties were fitted with renewable technology including solar thermal, solar, PV, biomass and air source heat pumps. The pilot examined the opportunities for the delivery of large scale installations across the Council's stock and the advantages to its tenants from the provision of renewable energy.
- 5.30 In 2018 the Council embarked on a programme to convert homes in off-gas areas heated by solid fuel appliances to air source "renewable" heating. At the time of writing, 170 properties have been converted to renewable energy with plans for all 300 off-gas solid fuel properties to have renewable heating by 2020.
- 5.31 In November 2017 the Council issued Flexible Eligibility Statement of Intent (SOI) as part of the government's Energy Company Obligation (ECO). The SOI sets out local criteria for North West Leicestershire which aims to target funding for energy efficiency measures such as loft and cavity wall insulation to those most in need. 118 households have had energy efficiency improvements through the scheme.
- 5.32 Since October 2015 the Council has run a local Collective Switching Scheme aimed at supporting people to get a better deal on their gas and electricity. The scheme uses collective buying to secure competitive tariffs for those who register and offers a no-obligation personalised offer. It is focused on those households who do not have access to the internet or who would otherwise struggle to compare the market. Currently 179 people have switched supplier through the scheme with total savings of £46,639 and average annual savings of each person who has switched of £260.
- 5.33 In 2018 the Leicester and Leicestershire Enterprise Partnership launched the Energy Infrastructure Strategy. The Council will work with the LLEP to support local businesses to increase efficiency and to aspire to be at the forefront of developments in low carbon infrastructure.

Connectivity

- 5.34 Despite its excellent location, and the external connectivity opportunities regionally, nationally and globally, there remain a number of challenges to be tackled in relation to connectivity. Businesses with major transportation and logistics requirements are drawn to areas with excellent transport connections to major urban areas, a locally available and competitive labour force and competitive land values.
- 5.35 For example, the existing opportunities for multi-modal freight around East Midlands Airport and at the SEGRO Logistics Park are evidence of this. There has been significant investment during the past two years on the M1 between Junction 24 (which serves SEGRO Logistics Park) and Junction 25 which has been upgraded to SMART Motorway status. However, further improvements are required to improve connectivity to these assets. This will require a co-ordinated programme between the Highways Agency, Midlands Connect, the local highways authority and the District Council.

- 5.36 The existing opportunities for multi-modal freight around East Midlands Airport and at the SEGRO Logistics Park are evident. However, the connectivity serving these assets could still further be improved. This will require a co-ordinated programme between the Highways Agency, Midlands Connect, the local highways authority and the District Council.
- 5.37 Other potential connectivity issues include:
- Congestion on Motorway/Trunk routes, notably at key junctions.
 - Whilst the proposed HS2 line delivers limited benefit to the District, there is an opportunity to ensure improved connectivity to the proposed East Midlands Hub Station at Toton.
 - There are no passenger rail services in North West Leicestershire although a freight-only rail line currently connects Leicester with Burton on Trent via Coalville and Ashby.
 - The area is heavily reliant on car borne transport as a means of getting to work. Public transport and other sustainable modes (cycling, walking, car share etc.) could be improved to allow more local residents to connect to job opportunities within and outside the district boundaries.
- 5.38 For many years there have been calls for the re-opening of the former Ivanhoe Line (often referred to as the National Forest Line) operating between Burton on Trent and Leicester encompassing the areas of Moira, Ashby de la Zouch and Coalville. However, the cost of reopening the line has meant that this has not been viewed as a feasible option. However, the introduction of a new rail passenger service remains a long-term ambition. With new housing developments along the route of the line, the proposed viability of reopening the line may be improved.
- 5.39 Developing High Speed Broadband connectivity is also a major priority for the District and we continue to work closely with Leicestershire County Council to ensure investment is made in the digital connectivity, notably in rural areas. Many of our more rural communities are missing out on connectivity to High Speed Broadband and the benefits that this brings.

Town and Local Centres

- 5.40 Investment in our town and local centres is a major component in improving their attractiveness, both for local people wishing to live there and investors committing resources to economic growth. Local “Place Planning” will help to coordinate investment and make the greatest impact. The current “Building Confidence in Coalville” programme has seen large scale investment by the Council and the private sector to bring schemes forward. Projects such as the former Police Station site, for affordable housing, and the proposed regeneration of both Marlborough and Memorial Squares will make a tremendous difference to the town.
- 5.41 In addition, the conversion of the former bus depot into a distinctive character commercial building also enhances the programme. Investment in town centre regeneration in Coalville, with the aim to improve retail and leisure amenities and develop a more distinctive identity, is at the centre of “Building Confidence in Coalville”. Coalville town centre has been designated as a Conservation Area with the aim of regenerating the town through conservation.

- 5.42 The Ashby Project, encompassing the private and public sector, has also invested in the town of Ashby de la Zouch with the regeneration scheme that saw the design and delivery of new car parking provision in the North Street area of the Cultural Quarter.

Visitor Attractions

- 5.43 The business of tourism in the North West Leicestershire area comprises:
- 280 square kilometres (108 sq miles) of attractive English countryside.
 - Two main towns of Ashby de la Zouch with its attractive shopping streets and lanes and Coalville with its heritage sites and green spaces.
 - Being at the Heart of the National Forest has bought large areas of newly planted woodland, including the Queen's Diamond Jubilee Wood, together with ancient woodland and regenerated open spaces such as Sence Valley Forest Park, Saltersford Valley Picnic Area, Cloud Trail and Grace Dieu Woods.
 - The family attraction of Conkers and events such as Timber – International Forest Festival.
 - Bardon Hill being the highest point in Leicestershire offering views of all surrounding counties.
 - A strong social and industrial heritage offer that includes Coalville, mining heritage, Ashby de la Zouch Castle, Grace Dieu Priory, Swannington Incline Plane, Moira Furnace and 1620s Manor House.
 - A good range of restaurants, bars and artisan food producers.
 - Around 75 accommodation providers offering between them over 4,000 bed spaces.
 - Over 100 pubs, restaurants and bars, tea rooms, coffee houses and farm shops.
 - Over 15 unique visitor attractions.
 - An international motorsport circuit Donington Park – home to major motorsport events and festivals including the internationally renowned 'Download' Festival.
 - The international East Midlands Airport.
- 5.44 The Visitor Economy is one that North West Leicestershire District Council, Marketing Leicester and Leicestershire and The National Forest Company wishes to develop further. There is clear potential for the Council to link with these wider efforts to support and develop initiatives in order to extend the length of time spent in the area and increase visitor expenditure.
- 5.45 Development of initiatives and opportunities are supported by the following strategies and plans:
- North West Leicestershire Blueprint for Tourism 2018-2021
 - North West Leicestershire Tourism Strategy 2019-2021
 - The National Forest Tourism Growth Plan
 - The draft Tourism Growth Plan for Leicester & Leicestershire

Key Objectives – Place.

- Explore opportunities to provide better public transport connections linking communities to major employment areas, including cycle ways, bus networks, rail links and the Leicestershire International Gateway.
- Facilitate the development of East Midlands Airport and the wider Leicestershire International Gateway.
- Support the development of the SEGRO Logistics Park and the Strategic Rail Freight Interchange.
- Enable continued investment in the A42 Expressway, the A511 corridor and other major road networks serving North West Leicestershire.
- Lobbying to protect the District's interests and maximise the economic benefits in relation to HS2.
- Develop the work of the Coalville and Ashby Projects to maximise private and public investment into our market towns.
- Continue to support and develop our smaller local centres to be vibrant hubs for their communities, businesses and visitors.
- Support proposals for increased investment within the National Forest to develop the tourism offer and support the rural economy.
- Encourage activity and investment that supports and enhances the tourism offer of North West Leicestershire.
- Ensure there are sufficient employment sites and premises in the district and help to identify gaps in provision by working with developers and partners, particularly for incubation and follow on space.
- Work with developers, agents and partners such as the LLEP and the Invest in Leicester team to attract new businesses into the District and assist with indigenous expansions.
- To support the continued roll out of Superfast Leicestershire to improve digital connectivity of homes and businesses across the District.
- The continuing delivery of the South East Coalville and Money Hill developments and ensure that the new housing developments relate to their town centres and local services.
- Support Leicestershire County Council and Midlands Connect to deliver their investment strategies for continued improvements to the highway and transport infrastructure that serves the district.
- To work with a range of partners to maximise the delivery of affordable housing within North West Leicestershire to ensure that residents have access to good quality affordable homes.

Business

- 6.1 North West Leicestershire is home to some major national and multi-national businesses including Barratt Developments (construction); DHL (logistics); Norton (motorcycles); Plastic Omnium (Manufacturing); Pall-Ex (logistics); Amazon (On-line retailer and warehouse); PWC (Accountants); East Midlands Airport (transportation) and Ibstock Brick (Building Materials).
- 6.2 In the 2018 Leicester Mercury Top 200 Businesses Survey, 52 of the largest companies by turnover in Leicester, Leicestershire & Rutland, were based in the District⁹. This is another indicator as to how businesses are attracted to North West Leicestershire as a location in which to do business (see Appendix A for the full list). In addition to the larger businesses, North West Leicestershire has a number of dynamic growing small and micro businesses.
- 6.3 The number of business enterprises¹⁰ in 2018 in the District stands at 4,250 – 715 higher than in 2010, which shows a rise of 20.2%. This compares with a 25.0% rise in Leicestershire; 24.7% in the East Midlands and 27.8% nationally. This shows that the District is under performing in the growth of its business stock.
- 6.4 The major sectors in terms of the numbers of businesses in 2018 saw Professional, Scientific and Technical being the lead sector with 17% of the total business enterprise stock, followed by Construction (12%) and Business Administration and Defence (8%) Presented in Table 2. The sector breakdown is similar to that in GB as a whole although there are slightly higher proportions of enterprises in Production; Transport and Storage; Motor Trades; Wholesale; Finance & Insurance; Public Administration & Defence and Education. The following sectors are slightly under represented: Agriculture; Forestry & Fishing; Construction; Retail; Accommodation & Food Services; Information & Communication; Property; Professional, Scientific and Technical; Business Administration & Support Services; Health and Arts, Entertainment, Recreation & other Services.

⁹ Leicester Mercury 2017 Top 200 Companies Survey based upon turned and site of business Registered Office

¹⁰ An enterprise is the smallest combination of legal units (generally based on VAT and/or PAYE records) which has a certain degree of autonomy within an Enterprise Group

Table 2. - Business Enterprises by Sector 2018

	NWL (Number)	NWL (% of Total)	Leics (% of Total)	EM (% of Total)	GB (% of Total)
Agriculture, Forestry & Fishing	205	4.8	6.1	6.2	5.0
Production	335	7.9	7.9	7.3	5.6
Construction	515	12.1	12.4	12.8	12.4
Motor Trades	180	4.2	5.4	3.7	2.8
Wholesale	215	5.1	4.7	4.3	3.8
Retail	265	6.2	6.7	7.5	7.6
Transport & Storage	270	6.4	4.7	6.2	4.1
Accommodation & Food Services	220	5.2	4.8	5.6	5.7
Information & Communication	240	5.7	5.6	5.5	8.4
Finance & Insurance	115	2.7	4.3	2.6	2.2
Property	150	3.5	4.0	3.4	3.6
Professional, Scientific & Technical	715	16.8	15.8	14.4	17.8
Business Administration & Support Services	335	7.9	7.8	8.0	8.5
Public Administration & Defence	25	0.6	0.5	0.5	0.3
Education	95	2.2	2.0	1.8	1.7
Health	120	2.8	3.7	4.1	4.1
Arts, Entertainment, Recreation & Other Services	250	5.9	5.8	6.0	6.4
Total	4,250	100	100	100	100

Source: Inter Departmental Business Register ONS 2018

- 6.5 Sectors which have seen the highest growth have been Public Administration and Defence (150% higher – though from a low base); Financial & Insurance (up 77%) and Mining, Quarrying and Utilities (up 67% - but again from a small base). Only 2 sectors experienced a decline in the number of enterprises – namely Wholesale (-10.4%) and Retail (-3.6%). Table 3 shows a more detailed breakdown.

Table 3 - Business Enterprises by Sector 2018

	NWL 2010	NWL (% of Total)	NWL 2018	NWL (% of Total)	% change 2010- 2018
Agriculture, Forestry & Fishing	185	5.2	205	4.8	10.8
Mining & Quarrying	15	0.4	25	0.6	66.7
Manufacturing	260	7.4	310	7.3	19.2
Construction	460	13.0	515	12.1	12.0
Motor Trades	160	4.5	180	4.2	12.5
Wholesale	240	6.8	215	5.1	-10.4
Retail	275	7.8	265	6.2	-3.6
Transport & Storage	225	6.4	270	6.4	20.0
Accommodation & Food Services	205	5.8	220	5.2	7.3
Information & Communication	185	5.2	240	5.7	29.7
Finance & Insurance	65	1.8	115	2.7	76.9
Property	100	2.8	150	3.5	50.0
Professional, Scientific & Technical	495	14.0	715	16.8	44.4
Business Administration & Support Services	230	6.5	335	7.9	45.7
Public Administration & Defence	10	0.3	25	0.6	150.0
Education	70	2.0	95	2.2	35.7
Health	100	2.8	120	2.8	20.0
Arts, Entertainment, Recreation & Other Services	245	6.9	250	5.9	2.0
Total	3,535	100	4,250	100	20.2

Source: Inter Departmental Business Register ONS 2018

- 6.6 In terms of the size of business enterprises, 3,675 businesses are classified as Micro (0 – 9 employees) representing 86.5% - this is lower than for the County; Region and GB as a whole – but with regard to large enterprises (250 employees plus), the District has a higher percentage of enterprises (0.7%) – 30 enterprises in total. See Table 4.

Table 4 - Business Enterprises by Size (Proportion of Total Stock) 2018

Enterprises	North West Leics	Leicestershire	East Midlands	Great Britain
Micro (0-9)	86.5	89.1	88.9	89.3
Small (10 -49)	10.1	8.9	9.1	8.7
Medium (50 – 249)	2.7	1.6	1.6	1.6
Large (250+)	0.7	0.4	0.4	0.4
Total	100.0	100.0	100.0	100.0

Source: Inter Departmental Business Register ONS 2018

- 6.7 From Table 5 below it can be seen that, although the district has experienced healthy growth in the number of new enterprises between 2010 and 2017 rising by 34.3%, the past year has seen a severe fall of 13.5%. Similar falls have been seen at the County, region and National levels – perhaps indicating the uncertainty in the economy over EU Exit and other economic conditions. Potentially the County statistics are distorted by Charnwood being home to company registration services which may have enhanced the 2016 numbers significantly and the subsequent decline.

Table 5 - Count of Births of New Enterprises 2010, 2015, 2016 & 2017

	2010	2015	2016	2017	% Change 2010-17	% Change 2016-17
NWL	335	485	520	450	34.3	-13.5
Leicestershire	2,300	3,380	4,385	3,165	37.6	-27.8
East Midlands	14,325	25,345	24,630	22,565	57.5	-8.4
Great Britain	230,555	377,635	408,420	375,030	62.7	-8.2

Source: ONS Business Demography 2018

- 6.8 Business Start Up rates within the District have accelerated after coming out of the recession and have continued to increase year on year, with the exception of 2014. However, in 2017 the number of births had fallen to stand at 45 per 10,000 population, this is a similar pattern to the County; Region and National average. Despite the rise following the recession the District is still significantly lower than the GB average. See Table 6.

Table 6 - Number of New Births of Business Enterprises per 10,000 population

	2012	2013	2014	2015	2016	2017
North West Leicestershire	45	51	46	50	53	45
Leicestershire	41	49	49	50	64	46
East Midlands	36	48	48	54	52	47
GB	43	55	55	60	64	58

Source: ONS Business Demography 2017 & Population Data 2017

- 6.9 Business Start Up rates have exceeded failure rates since 2011, indicating growth in the business base. By contrast, Leicestershire start up and failure rates are still in relative equilibrium with only limited growth in business stock.

6.10 The number of Deaths of Businesses per 10,000 population in NWL has kept below the Births figure which is a positive sign although in 2017, along with a slow down in new enterprises, there has been an increase in Business Deaths as presented in Table 7.

Table 7 - Number of Deaths of Business Enterprises per 10,000 population

	2012	2013	2014	2015	2016	2017
North West Leicestershire	43	37	42	42	40	44
Leicestershire	41	36	37	41	40	56
East Midlands	35	33	34	39	38	48
GB	40	37	39	44	44	55

Source: ONS Business Demography 2017 & Population Data 2017

6.11 The table below shows the total number of enterprises per 10,000 population with North West Leicestershire performing well compared with the East Midlands and GB but slightly below the County figure.

Table 8 - Number of Total Enterprises per 10,000 population

	2010	2011	2012	2013	2014	2015	2016	2017	2018
North West Leicestershire	379	370	384	384	395	413	418	420	425
Leicestershire	367	362	372	370	383	409	419	441	430
East Midlands	318	311	316	316	327	352	366	372	375
GB	333	327	336	337	350	377	390	405	405

Source: ONS Business Demography 2018 & Population Data 2017

6.12 The strength of the North West Leicestershire economy is illustrated in the latest Gross Value Added Statistics (GVA). GVA measures the value of goods and services produced in an area, industry or sector of an economy.

Table 9 - Gross Value Added

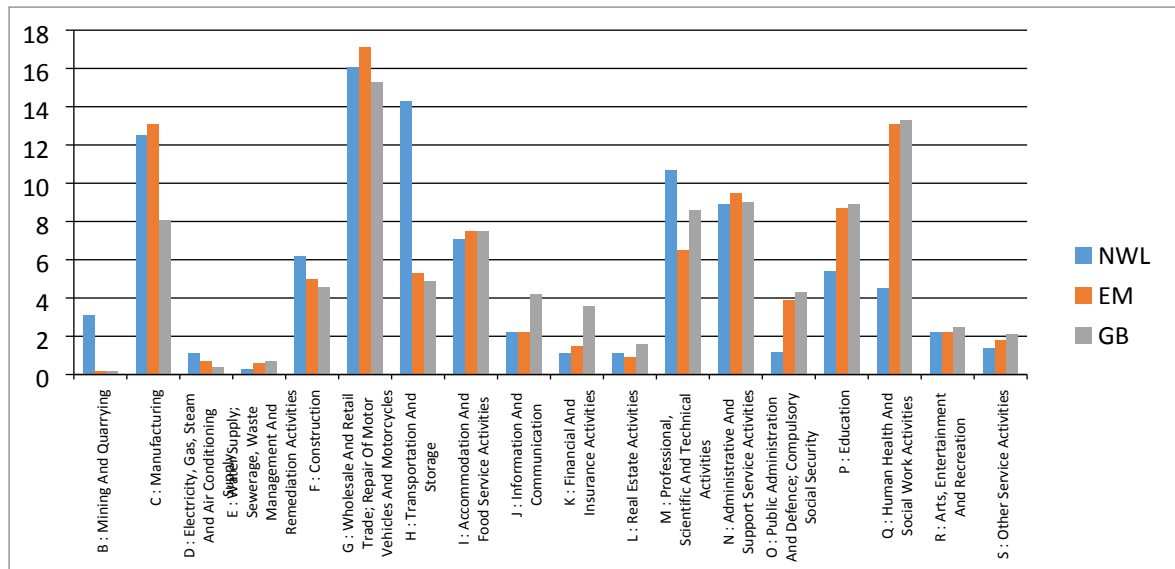
	2005	2014	2015	% growth 2005 -15	% growth 2014 - 15
NWL	£1,983m	£2,773m	£2,937m	48.1%	5.9%
Leicestershire	£11,306m	£15,189m	£15,381m	36.0%	1.3%
East Midlands	£73,703m	£96,145m	£97,887m	32.8%	1.8%
Great Britain	£832,176m	£1,604,160m	£1,650,623m	35.5%	2.9%

Source: ONS 2017

6.13 Total GVA grew to £2,937million in 2015, growing by nearly 6% on the previous year. This placed the District in the Top 30 performing Local Authority areas out of a total of 390 in the UK. North West Leicestershire was placed at joint 26th. The District significantly out-performed the County; Region and National performances.

- 6.14 Over a longer time frame, between 2005 and 2015, total GVA grew by nearly 50% (48.1%) in North West Leicestershire, placing the District in the top 40 of the 390 UK Local Authorities.
- 6.15 In terms of sectors which performed well between 2014 and 2015, the construction sector saw growth of 27% and accounted for 10.5% of the total GVA. The next best performing sectors were Other Services & household activities (13%); Information & Communication (12%); Business Service Activities (11%) and Production (other than Manufacturing) (9%).
- 6.16 In terms of GVA per head of population, the District secured a figure of £30,204 in 2015 – growing by 4.4% on the previous year – this is the 40th fastest growth rate of the 390 authorities and the third highest in the East Midlands (only Bolsover and Rutland were higher).
- 6.17 As regards the value of £30,204 per head – this was the highest figure of all East Midlands authorities and the 60th highest in the country. (41 of the 59 above North West Leicestershire are located in London; South East and East of England). In 2014 it was positioned at 62nd and in 2005 was 87th.
- 6.18 North West Leicestershire has a well-balanced diverse economy with a much lower reliance on the Public Sector, (such as Health and Public Administration) than in the Region and Nationally. Chart 2 below compares the employment structure (workplace based) of the District against that of the East Midlands and Great Britain.
- 6.19 The chart shows a well-balanced economy. The sectors where North West Leicestershire has a much higher proportion of workers is in Transport and Storage – unsurprising with East Midlands Airport residing in the District and the home to major logistics companies such as DHL; UPS and TNT. This sector accounts for 15% of all employment compared to 5.3% in the East Midlands and 4.9% in GB.
- 6.20 Professional, Scientific and Technical Activities is also a major employment sector with 10.7% of total employee jobs compared to East Midlands (6.5%) and Great Britain (8.6%). There are a number of large companies who have consolidated their regional city offices, such as PWC and HSBC, which are now based at Pegasus Business Park, Castle Donington. The largest employment sector is Wholesale and Retail Trade with Repair of Motor Vehicles and Motor Cycles – similar to the Region and Nationally.

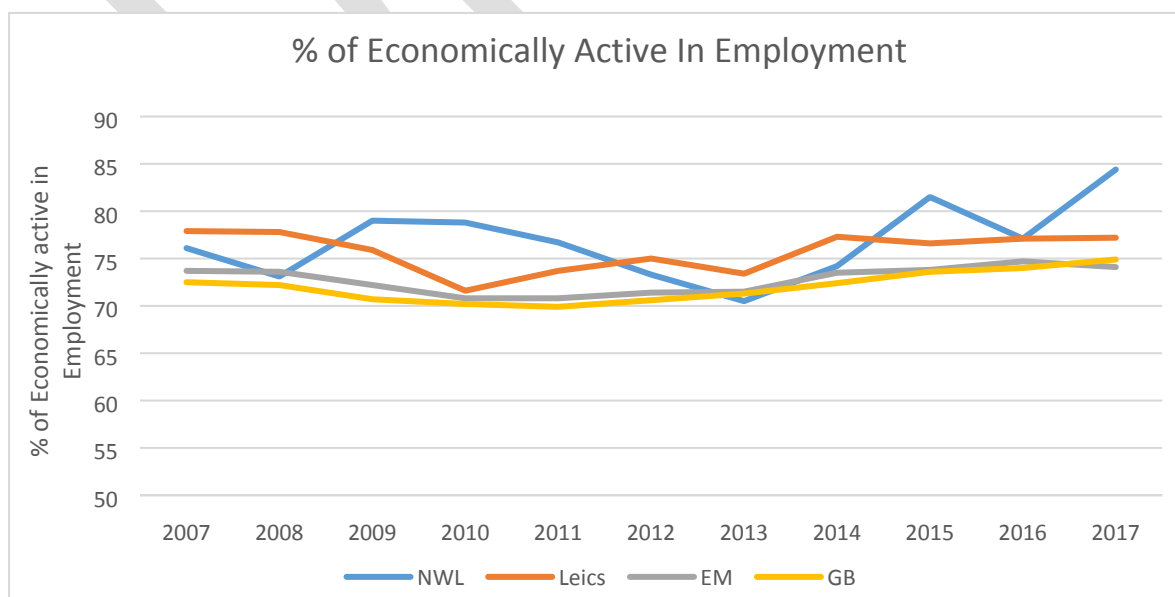
Chart 2 - Comparisons of Industrial Structure (2016)



Source: BRES (2017) Broad Industry Group Classification

6.21 At the end of 2017 there were over 2,000 more jobs in North West Leicestershire than the lowest period in 2013, to now stand at 52,200. The Employment rate of 83.6% of those who are Economically Active compares extremely well with Leicestershire (77.5%); the East Midlands (74.7%) and Great Britain (75.0%) as presented in Chart 3.

Chart 3 - Percentage of Economically Active in Employment



Source: ONS Annual Population Survey 2018

Key Growth Sectors

- 6.22 Based on the analysis of BRES data and a range of other sources considered in the development of the Economic Growth Plan, there are five key sectors that will be prioritised for growth within the District. These sectors are:
- Business and Professional Services (linked to town centre regeneration)
 - Construction
 - Creative/Cultural/Tourism Sector
 - Manufacturing
 - Logistics and Distribution
- 6.23 In 2018 Grant Thornton has produced their Vibrant Economy Index 2016 which measures the economic well-being of an area. The District ranked 98th out of the 324 GB authorities, but performed extremely well in terms of Prosperity, ranking it 40th in the Country (the majority of the other authorities are located in the South East and East Anglia). The Index contained indicators relating to Total GVA (Gross Value Added); GVA per job; Mean workplace weekly pay; Knowledge driven employment; Businesses turning over more than a million; Businesses turning over £100m and the percentage of foreign owned businesses.
- 6.24 Another sign of the strong North West Leicestershire economy is that it is the home of 52 of the Leicester Mercury Top 200 (2017) Leicester & Leicestershire Businesses. These cross many sectors and show amazing growth in recent years, providing employment and contributing to the GVA of the area. Some of these were long standing companies such as Ibstock Brick and Aggregate Industries, whereas some are newer arrivals such as Moran Logistics.

Key Objectives – Business.

- Encourage entrepreneurial activity by delivering programmes of support including start your own business workshops.
- Help to deliver specific support to assist more women to start a business or to consider self-employment.
- Provide young people access to business advice and support that enables them to explore entrepreneurial opportunities.
- Continue to deliver the Council's Enterprising Grants schemes to assist business growth, to increase productivity and boost local employment.
- In association with Partners, continue to provide local businesses with advice and support. Particular focus should also be placed on those businesses in our towns and local centres and those in key sectors.
- Provide information to businesses in North West Leicestershire about the Leicester and Leicestershire Business Gateway and aim to achieve a higher enquiry take-up.
- Ensure there is sufficient provision of workspace and support for new enterprise and for business start-ups.
- Facilitate programmes that assist businesses in staff recruitment and upskilling. For example, hosting jobs and skills fairs with particular emphasis on those furthest from the labour market and to promote a more open recruitment policy.
- Ensure there is a "Soft Landing" package for potential investors to make informed decisions about locating to North West Leicestershire.
- Assist North West Leicestershire businesses affected by the proposed route of HS2 to relocate and look to ensure that local businesses are aware of HS2 supply chain opportunities.
- Encourage local businesses to get the most from their apprenticeship levy to create new apprenticeship opportunities and upskill their existing workforce.
- Provide specialist advice such as environmental health, planning, building control and licensing to local businesses to ensure that they are regulatory compliant.

7 Resources and Implementation

- 7.1 At the current time, with great uncertainty regarding Brexit and the future national funding arrangements, it is extremely difficult to ascertain where future funding will come from for both Infrastructure projects and Skills related activity. Possible sources could be through the Local Industrial Strategy (LIS) initiatives or the National Industrial Strategy (IS); Midlands Engine or through revenue generated through Business Rates (National Non Domestic Rates). We will continue to monitor any new sources of funding as appropriate.
- 7.2 Partnerships will be critical to the success of the Local Growth Plan, notably with Leicestershire County Council and Leicester and Leicestershire Enterprise Partnership. North West Leicestershire has a key role to play in designing interventions that will have the maximum impact on the District. There will also be opportunities to collaborate formally and informally with other Districts (within Leicestershire and outside) and across other counties and LEP areas, for example the Derby and Nottingham LEP – particularly with regard to the East Midlands Enterprise Gateway. Working with the National Forest and its partners is another key relationship to develop much of this Plan, as the Forest economy emerges from the trees.

8 Delivery

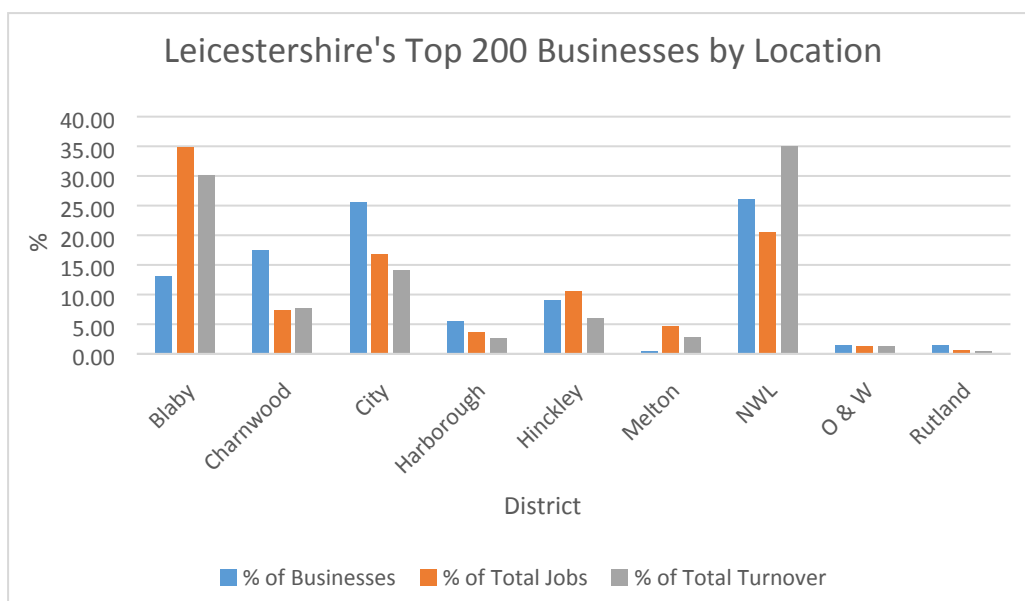
- 8.1 The North West Leicestershire Economic Growth Plan has been developed against the backdrop of emerging Local Industrial Strategy (LIS). While the exact details of LIS are still being shaped, the LIS can be expected to play a significant role in shaping the strategic direction of Leicester and Leicestershire and also the distribution of emerging government funding.
- 8.2 The success of the Growth Plan will be monitored by the extent to which the objectives set out in the document are achieved, but also by considering the outcomes they bring.
- 8.3 Strong local governance is required. The North West Leicestershire Economic Growth Plan 19-21 will be underpinned by action plans that will be implemented by the Council's Business Focus Team and our Business Corporate Action Team (CAT). The CAT brings together expertise from various disciplines across the council to deliver the Council's key business facing services.
- 8.4 Progress on the delivery of the strategy will be overseen by Business Focus Team, the CAT and reported to the Portfolio Holder for Business and through the Council's reporting framework.
- 8.5 We are keen to develop interventions that are evidence based, well thought out and measurable. We would look for projects to have a clear process for identifying any added value and demonstrate a clear understanding of any positive and negative economic impact on the District – and where there may be negative economic impacts how these could be mitigated.
- 8.6 The successful implementation of this plan will be enabled through strong partnerships with the Council and require input from local businesses, the National Forest, Leicestershire County Council, the Leicester and Leicestershire Enterprise Partnership, Stephenson College, Job Centre Plus, neighbouring authorities and other regional bodies.

Appendices

Appendix A

2018 Leicestershire's Top 200 Businesses – Great Performance by NWL Businesses

- In June 2018 the Top 200 Leicestershire businesses were published by the Leicester Mercury through work undertaken by De Montfort University and the Leicester Mercury. These are businesses whose registered offices are within the City or County, based on the highest turnover.
- 52 of the Top 200 are based in North West Leicestershire, indicating that the District is one of the most dynamic places to do business. This represents 26% of the total number of the Top 200. A number of long-established companies such as Aggregate Industries; Ibstock Brick; EMH Group; Plastic Omnium Automotive; Ashfield Healthcare; Harlow Brothers; Motors (Coalville) and Pall-ex are featured on the list but Moran Logistics; Forest Holidays; PKF Cooper Parry Group and Interlevin Holdings have all recently chosen to set up or expand their business here.
- Of the Top 200, sectors which have come forward in particular are Property development; Motor Trade; construction and manufacturing, seeing increased turnover.
- The top NWL companies have a combined turnover of £12.2 billion (up from 2017s £10.7billion) and have a combined workforce of over 37,800 (around an additional 2,000 jobs). Not all of these jobs will be based in North West Leicestershire but it still indicates the importance of these companies nationally.
- Nearly 35% of Leicestershire & Rutland's Top 200 business turnover is produced by NWL businesses.
- Five businesses have made the Top 200 for the first time namely: Aceso Healthcare Group Holdings; Lafarge Cauldon Ltd; Wilson Vale Catering; J A Ball (Construction); & Interlevin Holdings.
- 21 of the 52 are placed higher than in 2017; 4 remain in the same position; 5 new entrants, 2 returners and 20 fell to lower positions. Two have dropped out of the ranking – GO Plant (acquired by a non-Leicestershire business) and A M Norris (Plumbers).



Top North West Leicestershire Businesses - listed by Turnover

2018 Ranking	2017 Ranking	Name	Staff	Turnover	Sector	Location
2	1	Barratt Developments	6,214	£4,650,200,000	Construction	Coalville
4	5	Bloor Holdings/Triumph Motorcycles	3,230	£1,442,492,000	Construction and motorcycle manufacturer	Measham
5	6	Aggregate Industries	3,358	£1,179,198,000	Quarrying	Bardon
9	9	Breedon Group	2,181	£652,400,000	Quarrying	Breedon-On-The-Hill
11	12	Ibstock Brick	2,683	£434,687,000	Brick Manufacturer	Ibstock
13	13	Ceva Logistics	3,953	£394,488,000	Warehousing and distribution	Ashby
14	16	Graham Bell (Holdings) Ltd - Available Car	717	£340,837,000	Motor Sales	Castle Donington
16	22	Plastic Omnium Automotive	738	£330,151,000	Plastic manufacturer	Measham
22	19	Refresco Drinks Ltd (previously Cott Beverages)	938	£241,364,000	Soft drinks	Kegworth
29	29	Logson Group	950	£200,000,000	Holding company for packaging businesses	Coalville
32	33	Airline Investments (BMI Regional))	987	£182,080,000	Airline	Castle Donington
35	N	Aceso Healthcare Group Holdings (formally NRS Healthcare)	863	£160,762,000	Healthcare services and products	Coalville

40	39	MWUK	678	£144,285,000	Clothing manufacturer	Castle Donington
42	38	Ceva Freight	307	£140,677,000	Air & sea freight	Ashby
49	46	Davidsons Developments	158	£114,468,000	Housing developer	Ashby
53	51	EMH Group (East Midlands Housing Group)	1,069	£101,200,000	Housing	Coalville
61	N	Lafarge Caudon Ltd	650	£81,242,000	Cement Supplier	Bardon
63	69	Pall-Ex Group (HLD Holdings)	328	£73,571,000	Haulage & logistics	Ellistown
64	68	Ashfield Healthcare	1,087	£72,145,000	Commercial & medical staff services	Ashby
68	70	Plastrubition	72	£70,055,000	Plastic materials	Ashby
70	86	Harlow Bros Holdings	418	£66,779,000	Timber Merchants	Long Whatton
73	78	HAE Global Limited	190	£60,411,000	Freight air transport	Castle Donington
74	64	Kent Pharmaceuticals	68	£59,822,000	Pharmaceutical supplier	Measham
78	83	Konecranes Demag UK	459	£58,908,000	Crane Supplier	Castle Donington
80	87	Wade Group	636	£57,191,000	Furniture Manufacturer	Ravenstone
82	103	Paul John Construction (Leicester)	72	£55,504,000	Building engineers	Coalville
84	88	Hormann (UK)	136	£55,090,000	Domestic and industrial doors supplier	Coalville
87	80	East Midlands International Airport	542	£52,665,000	Air transportation	Castle Donington
89	104	Beumer Group UK	99	£52,080,000	Materials handling, service and maintenance	Coalville
101	96	Moran Logistics	295	£48,490,000	Logistics and storage	Castle Donington
103	106	Roca Ltd	92	£47,038,000	Bathroom fixtures and accessories	Coalville
119	108	Fannin (UK)	72	£40,869,000	Laboratory equipment	Measham
126	126	Forest Holidays Group	635	£36,520,000	Holiday organiser	Moira
131	N	Cellar Trends Holdings	75	£35,188,000	Branded alcoholic drinks supplier	Ashby
132	122	Homag UK	68	£34,554,000	Woodworking Machinery	Castle Donington
138	195	PKF Cooper Parry Group Ltd	396	£32,026,000	Accounting, auditing & financial services	Castle Donington
145	N	Caetano UK	15	£30,871,000	Coach Distributor	Coalville

147	137	TDP Textiles	143	£30,368,000	Apparel Supplier	Moira
148	N	Wilson Vale Catering	726	£30,366,000	Catering	Ashby
149	136	HBB Relocation Services	10	£30,347,000	Real Estate	Kegworth
159	177	Motors (Coalville)	36	£27,866,000	Ford Dealership	Coalville
160	167	Crusher Manganese Steels (CMS Ceper Ltd)	75	£27,830,000	Crushing equipment supplier	Coalville
161	155	Vitax (Synchemicals)	210	£25,577,000	Horticultural Chemical Supplies	Coalville
163	150	Charterhouse Holdings PLC	91	£27,165,000	Clothing and footwear wholesaler	Castle Donington
164	187	CET Group Holdings	302	£27,148,000	Infrastructure Support	Castle Donington
168	152	AB Produce	132	£26,257,000	Wholesaler of fruit and vegetables	Measham
169	N	J A Ball	30	£25,990,000	Construction	Coalville
178	158	Matsuura Machinery	68	£24,266,000	Machine tools supplier	Coalville
180	178	Winbro Group UK	175	£24,050,000	Gas Turbine supplies	Coalville
184	179	HK Wentworth	215	£23,591,000	Chemical manufacturer	Ashby
188	154	Hill-Rom	170	£23,102,000	Medical support systems	Ashby
194	N	Interlevin Holdings	41	£21,902,000	Refrigeration Units	Castle Donington

N – new entry

Source: Leicester Mercury June 2017 produced by De Montfort University

Appendix B

The North West Leicestershire District Council Economic Growth Plan is informed by the following national/regional and local strategies and legislation:

The Local Government Act (2000) recognised the leadership role of local authorities in promoting the economic, social and environmental wellbeing of their areas by undertaking a wide range of activities to improve the quality of life of local residents and businesses and those who commute or visit the area.

The National Planning Policy Framework (NPPF):- provides a planning framework relating to how planning policies are applied with a presumption in favour of achieving sustainable development, taking account of economic, social and environmental dimensions. The framework shifts emphasis towards positively seeking opportunities for development unless any adverse impacts of doing so would significantly and demonstrably outweigh the benefits.

The Industrial Strategy:- sets out a long term plan to boost the productivity and earning power of people throughout the UK. It sets out how Government plans to build a Britain fit for the future – How Government will help businesses create better, higher-paying jobs in every part of the UK with investment in the skills, industries and infrastructure of the future. The white paper sets out 5 foundations aligned to its vision for a transformed economy: - ideas: the world's most innovative economy - people: good jobs and greater earning power for all - infrastructure: a major upgrade to the UK's infrastructure - business environment: the best place to start and grow a business - places: prosperous communities across the UK

The Local Industrial Strategy (LIS):- The LLEP prepared a Prospectus that outlines the priorities to grow the Leicester and Leicestershire economy and deliver the ambitions of the Industrial Strategy and the Midlands Engine Vision for Growth. The prospectus was used to inform Government of Leicester and Leicestershire's strengths and aspirations, which resulted in the LLEP being included in the second wave of Local Enterprise Partnerships invited to develop their local plans to be completed in 2019.

The **Midlands Engine for Growth** is a strategic plan to drive growth in the Midlands as part of the Government's devolution proposals with an emphasis on boosting productivity and supporting growth in manufacturing as well as inward investment, skills development and improving transport connectivity through the Midlands Connect project.

The **Leicester and Leicestershire Enterprise Partnership (LLEP)** The Leicester and Leicestershire Enterprise Partnership formed in May 2011 is a partnership of private, public and third sector organisations that drives economic regeneration and development across the sub region.

The Strategic Economic Plan (SEP) produced by LLEP is the overarching growth strategy that sets out bringing together European funding (ESIF), City Deal and the Growth Deal to build on our competitive advantages and tackle major risks in the economy from 2014 to 2020. The SEP will be replaced by the emerging LIS.

Leicestershire County Council's Prospectus for Growth (September 2017) sets out the major national, regional and local transport infrastructure projects and their link to economic growth. This includes:

- The A42 – an aspiration to upgrade the A42 to motorway standard, improving east-west connectivity.

- Castle Donington relief road;
- Coalville Transport Strategy

European Structural and Investment Fund 2014-2020 (ESIF): -ESIF consist of European Regional Development Fund (ERDF), European Social Fund (ESF), and part of the European Agricultural Fund for Rural Development (EAFRD). The LLEP's ESIF allocation is £111million for the programme period. The priorities in the ESIF have been aligned with the strategic priorities of the SEP. Key areas of alignment when preparing the ESIF include: - Driving economic growth to support economic recovery and help reduce the north-south divide in terms of economic performance; - A focus on private sector job creation and associated GVA uplift; - Promoting higher level skills, including through vocational routes; and - Reducing benefit dependency by supporting people into employment.

The core emphasis of EU Structural Funds will link the supply of economic assets within the economy to current and future opportunities and demand. This will be achieved through a range of interventions including: - Stimulating SME growth through business support - Access to finance - Incubation and innovation - Investing in initiatives to support the businesses base to further adapt to a low carbon operating environment - Supporting local people to access employment opportunities through skills development and programmes.

Leicestershire and Leicester Strategic Growth Plan: - The sub regional Strategic Growth Plan (SGP) is being prepared by the nine local authorities in the region and the LLEP. It is a long term non statutory plan which seeks to address the challenges and opportunities that arise throughout the area for the period to 2050. The Strategic Growth Statement, published in August 2016, stated that the ten partner organisations had agreed that the Strategic Growth Plan would:

- Be clear about the opportunities and challenges that are to be faced
- Provide an agreed scale and direction for future growth, reflecting the evidence available and the will of the partners
- Create a single consistent strategic framework for Local Plans, economic investment plans, transport and other infrastructure plans
- Ensure that Leicester & Leicestershire is positively positioned to take advantage of private sector inward investment opportunities and national programmes for investment
- Provide the right conditions for the growth of indigenous businesses, and, at the same time, protect the area's natural resources, environment and historic assets.

National Forest Tourism Growth Plan (2017): - this sets out an ambitious 10-year strategic plan on how to realise the potential of the Forest as a visitor destination and how tourism will contribute to transforming lives, the landscape and the economy.

Local Plan 2017 and the Local Plan Review: - A key objective of the Local Plan is to seek to promote sustainable economic growth across the District. It seeks to achieve this through facilitating the growth of existing businesses, fostering new local enterprise, contribute to reducing the need for out commuting and help to increase the sustainability and self-containment of communities to enable the development of a vibrant, diverse and sustainable business community.

The Local Plan includes policies and identifies sites to enable sustainable growth in key sectors and priorities identified through the Economic Development Strategy namely broadband infrastructure, provision of employment land, Tourism, Leisure and other Town Centre uses.

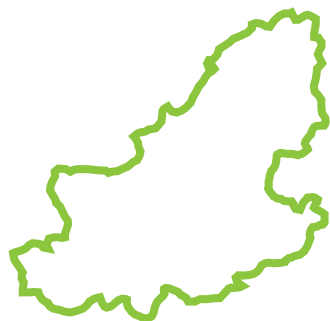
North West Leicestershire Tourism Strategy 2019-21 November 2018 – this sets out the strategy to improve the business of tourism in the North West Leicestershire area.

LLEP’s Energy Infrastructure Strategy November 2018

LLEP’s Skills for the Future 2018-2030 – This report looks at the sectors which will see an increase or decrease in demand for staff for the LLEP area.

DRAFT

Place



Great broadband coverage
96.3%

Excellent supply of **high quality commercial space** at competitive prices

One of the **highest performing** areas in terms of prosperity in the UK

East Midlands Airport largest pure **freight airport** in the UK



8.7 million trees planted in the National Forest



M1 / A42 (M) / A50 run through the district

Forest cover now at **20%** up from 6% 25 years ago

People



83% economically active – higher than national average



Universities within 30 minute drive

Over **43%** of residents have an **NVQ4** and **above**

Times 2018 Further Education awards winner Stephenson College



highest jobs density in the East Midlands

Over **80%** of residents have an **NVQ2** and **above**

Business

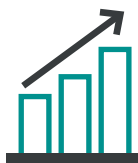


Home to 52 of Leicester and Leicestershire's **TOP 200** companies in 2018

Home to **4,250** businesses



Home to the **East Midlands Strategic Rail Hub** SEGRO Park



Over 20% growth in Businesses Between 2010 to 2018

35% GVA growth **TOP 5%** performing district

Home to

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP - WEDNESDAY, 6 MARCH 2019

Report Title	UPDATE ON UNIVERSAL CREDIT
Contacts	<p>Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Strategic Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk</p> <p>Head of Customer Services 01530 454753 tom.shardlow@nwleicestershire.gov.uk</p>
Purpose of report	To highlight to PDG the impact of Universal Credit (UC) on the administration of Council Tax Support and to give a general update of the roll out of UC.
Council priorities	
Implications:	
Financial/Staff	Where UC award is insufficient, NWLDC may provide discretionary relief from other budgets / grant funding.
Link to relevant CAT	Welfare Reform CAT
Risk Management	N/A
Equalities Impact Screening	Means tested benefits may be awarded to those most vulnerable in society.
Human Rights	N/A
Transformational Government	N/A
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	The report is satisfactory
Consultees	Revenue and Benefits Partnership Housing Services (NWDLC)

Background papers	None
Recommendations	<p>THAT THE POLICY AND DEVELOPMENT GROUP:</p> <p>1) NOTE THE CURRENT POSITION OF THE UNIVERSAL CREDIT ROLL OUT.</p> <p>2) NOTE THE OPERATIONAL IMPACTS OF THE UNIVERSAL CREDIT ROLL OUT ON NWLDC.</p> <p>2) NOTE THE ACTIVITIES UNDERTAKEN BY NWLDC TO SUPPORT RESIDENTS IN THE TRANSITION TO UNIVERSAL CREDIT.</p>

1.0. BACKGROUND

1.1. Universal Credit (UC) has now been rolled out across the district for most working age claimants within North West Leicestershire, who are making a new claim.

1.2. UC is a Department of Work and Pensions (DWP) administered, means tested benefit, which means that the policies and calculations that are used to determine the level of award are wholly set by the DWP. Unlike Housing Benefit, Local Authorities have no responsibility in its administration.

UC replaces a range of legacy benefits:

- Child Tax Credit
- Housing Benefit (HB)
- Income Support
- Income-based Jobseeker's Allowance (JSA)
- Income-related Employment and Support Allowance (ESA)
- Working Tax Credit

1.3. Key exclusions are currently those over the age of state pension entitlement and those in receipt or immediately eligible for severe disability premium. These customers continue to receive legacy benefits such as Housing Benefit (HB).

1.4. Those that are currently in receipt of UC, have been migrated because they have either made a new claim or have had a change in their circumstances. The migration has been managed by the DWP. Once a claimant has made a UC application they cannot return to the legacy benefit.

1.5. There are many claimants who are currently on legacy benefits, who will now need to be migrated to UC. The DWP currently intends on managing this roll out between 2019 and 2023 on a phased migration basis.

1.6. The government has announced that it will not begin the incorporation of Housing Benefit for pensioners into Pension Credit until the completion of the Universal Credit timetable, so NWLDC can expect to be delivering HB for pensioners for some years to come.

2.0. COUNCIL TAX SUPPORT / OPERATIONAL IMPACT

- 2.1. Council Tax Support (CTS) is not one of the legacy benefits that is encompassed into UC and as such NWLDC retain the administration and make awards based on the circumstances of the household.
- 2.2. The maximum award for a working age claimant is currently 85% of their total Council Tax liability. The Revenues and Benefits Partnership use the income details provided by the DWP to determine entitlement to CTS. The DWP provide details of UC awards via an electronic file as part of the Universal Credit Data Share arrangements (UCDS). This file contains key information around UC claims that have been made, such as income and award levels, to enable us to take the appropriate action.
- 2.3. The work required on receipt of a UCDS file requires one of the following actions:
 - The cancelling of HB as soon as we are aware a claim for UC has been made (stop notice received).
 - Identify cases where UC has been claimed and invite an application for CTS.
 - Identify cases where UC has been awarded but CTS is not in payment and if they would qualify for CTS, invite a claim.
 - Compare the information held in the file received with other evidence we may already have available and liaise with the Work Coach Team at DWP if discrepancies are found (i.e. incorrect rent figure detailed).
 - Where a customer is in receipt of Council Tax support, ensure the UC data contained within individual files is loaded correctly onto the Academy system and inform the CTS recipient of their subsequent award.
- 2.4. Since we started receiving UCDS files for North West Leicestershire (Feb 18) up to November 2018 we have received and actioned 3292 in this period. This equates to 126 per week or 25 per working day.
- 2.5. There are three full time equivalent officers allocated across the Revenue and Benefits Partnership (North West Leicestershire, Hinckley and Bosworth and Harborough) to deal with a combined average of 99 files received per day across the partnership. This figure will rise significantly when the migration to UC extends to existing HB claimants.
- 2.6. The number of UC live claims (in receipt of CTS) for the partnership is 435.

3.0. THE COUNCIL TAX SUPPORT CALCULATION

- 3.1. When awarding Council Tax Support (CTS) to customers that are not in receipt of Universal Credit (UC) an applicable amount is used to assess their award. The applicable award is the amount a person needs for their day to day living (food, clothing and heating), it does not include housing costs and Council Tax liability.

The applicable amount consists of a personal allowance e.g. the personal allowance for a single person is £73.10 per week. On top of this an extra amount can be added (a premium) if the customer or their children are disabled or if they care for someone who is disabled.

- 3.2. There are three disability premiums:

- A disabled premium (working age only) of £33.55. For a claimant to qualify they would have to be in receipt of a qualifying disability benefit, normally Personal Independence Payment (PIPs) or registered blind.
- An enhanced disability premium (working age) of £16.40. For a claimant to qualify they would have to be in receipt of the enhanced level of daily living PIPs.
- A Severe disability premium (all ages) of £64.30. For a claimant to qualify they would have to be in receipt of a qualifying disability benefit and have no-one looking after them (no non-dependants living in the property or have someone outside the property receiving carers allowance for looking after them).

3.3. A single working age customer could be entitled to all three of these premiums so with their personal allowance of £73.10 their applicable amount would be $£73.10 + £33.55 + £16.40 + £64.40 = £187.45$

3.4. This is then taken into account against their income, if their income is above the applicable amount their CTS is reduced by 20p in the pound for every excess pound above the applicable amount. In summary, the customer can receive up to the applicable amount and receive full CTS (in the example up to £187.45).

3.5. UNIVERSAL CREDIT CALCULATION / IMPACT ON CTS

3.6. With UC the award is made up of a personal allowance plus “elements”. These elements include an element for children which was part of the personal allowance in the CTS applicable amount and other elements equivalent to the CTS premiums.

3.7. Among these are elements called “Limited capability for work” (LCW element) and “Limited capability for work related activity” (LCWRA element) which are the equivalent of the disabled and enhanced disability premium. There is no equivalent to the severe disability premium.

3.8. When assessing the claimant’s CTS award, the total UC award would therefore be the equivalent of the applicable amount for CTS and this is the figure that must be used. Any excess income over this amount would reduce the amount of CTS awarded.

3.9. Prior to the 16th January 2019 if a person on enhanced daily living PIPs had to migrate on to UC they would be awarded the LCW and LCWRA elements, but they would not receive a severe disability “element”. Therefore, in the example previously used they would not be able to have the severe disability premium amount allowed in their applicable amount. Therefore if the customer’s income was above £123.05 (instead of £187.45) their CTS would be reduced.

3.10. If a person migrated on to UC prior to the 16th January 2019 and was previously entitled to the severe disability premium but are working and their earned income was more than 16 hours at the national minimum wage, they would not be classed as limited capability for work and would not receive the elements.

3.11. After the 16th January 2019 anyone who is entitled to a severe disability premium will NOT have to claim UC:

- If already receiving Housing Benefit and Council Tax Support and there is a trigger to go on to UC (e.g. move to another Local Authority area) then they will remain on the legacy benefit they are in receipt of and HB/CTS

- If applying for the first time, then they will need to claim a legacy benefit along with HB/CTS.

3.12. TRANSITIONAL PROTECTION

3.13. Transitional protection for those that have lost the amount that their severe disability premium would have given them, is in the process of being put in place and awaiting approval from Parliament, though no date has been set for this.

3.14. These plans also include proposals to compensate those that have already moved on to UC and lost their severe disability premium. A process will be set up by the DWP to identify the eligible customers and pay on going equivalent monthly amounts and a lump sum for the backdated period since migrating to UC.

3.15. There are significant differences between entitlement under HB and UC.

- Non-dependant deductions will be replaced by Housing Cost Contributions (HCC)
 - There is only one rate of HCC unlike different rates of non-dependant deductions in HB which depended on gross income of the non-dependant.
 - Those under 21 years of age will not have to pay a HCC.
 - All those over 21 years of age will have to pay HCC, including students.
 - The contribution for all those over 21 years of age is around £73 per month.
- There is no 13-week protection in UC. Under HB full rent could be paid for 13 weeks if the customer had not claimed HB in the past 52 weeks and could not afford rent.
- Bereavement protection reduced to 13 weeks for UC rather than 52 for HB. If the partner had passed away rent would not be reduced for 52 weeks for HB.
- Households where there is a room kept for a student while away studying will still NOT be deemed as under occupying but only for 6 months under UC if they intend to return within that time. (52 weeks if on HB).
- There is no payment on two homes for unavoidable overlapping liability for UC. This is where the customer must move in order not to lose their home and rent is still due on their old home. There was overlapping liability for HB.
- No extended payment on UC. Under HB the customer could receive 4 weeks payment when moving off benefits into work.

4.0. DISCRETIONARY RELIEF

4.1. Where customers find themselves in severe hardship, either through UC or other factors, the Council offers two discretionary funds to support them.

Discretionary Discount Fund

4.2. A Discretionary Discount scheme was introduced to ensure that the most vulnerable members of the community are protected, in line with the requirements of the Government's localisation of benefits, which has replaced the previous Council Tax Benefits system from 1 April 2013.

4.3. The scheme reduces the amount of Council Tax payable after considering eligibility for any national benefits, discounts, reliefs and exemptions, up to 100% of the remaining

Council Tax liability. This is in addition to Council Tax Support, which for working age claimants in NWL pays a maximum of 85% of the bill, or 100% for pensioners.

- 4.4. It should be noted that the precepting authorities have withdrawn their financial support (totalling £34,172) to the Discretionary Discount Fund from April 2019. It is the intention of NWLDC to maintain the Fund at its current level of £40,000 in 2019/20 by identifying £34,172 from unallocated reserves for this purpose. This will be the subject of a Cabinet report in April 2019.

Discretionary Housing Payment

- 4.5. Discretionary Housing Payments (DHPs) provide extra help to claimants in receipt of Housing Benefit who need further financial assistance with housing rent. This will usually be because there is a shortfall between the amount of housing benefit or universal credit that they receive and their rent liability.
- 4.6. A separate report on Discretionary Housing Payments and their administration will be presented to Cabinet in March 2019.
- 4.7. To qualify claimants, need to meet certain conditions:
- Must be receiving Housing Benefit or in receipt of Universal Credit that includes a housing element.
 - There must be a shortfall between the amount of (HB) / Housing Element of UC that they receive and their rent liability.
 - Must demonstrate that they need extra help to meet their housing costs.

5.0. FURTHER SUPPORT TO CLAIMANTS

- 5.1. Though a DWP led benefit, NWLDC does provide support to customers and tenants, in managing the impact of UC and more generally welfare reform.

Joint working

- 5.2. Several Key Officers from NWLDC work closely with partner authorities within the Revenue and Benefits Partnership, to take an active role in a welfare reform working group. This is through the Welfare Reform (Corporate Action Team) working group with the DWP and the CAB, to highlight impacts, understand changes and plans, and gain any technical advice needed.

Customer Services and Revenue / Benefits Partnership

- 5.3. Though direct advice cannot be given around specific UC claims or entitlements, officers within these teams take a proactive role in sign posting customers to the DWP, CAB or other advice and support agencies. Equally, hardship, when identified is supported by invitation to apply for the discretionary relief funds as applicable.

NWLDC Housing

- 5.4. The Tenancy Support Service within Housing Management was created in April 2014, and the role of Support Officer for Universal Credit was added to the team in November 2015, initially funded by DWP grant.

- 5.5. The Tenancy Support Service is for tenants who are most in need of intensive housing management, providing direct access to information and guidance as well as a bridge to other support providers in the public and third sectors.
- 5.6. Since November 2015 the service has provided intense support for UC claimants, to access Universal Credit (UC). This ranges from assistance with setting up an e-mail address to enable a UC claim to be made, to financial advice known as personal budgeting support. They also provide advice in relation to any aspect of independent living such as claims for essential household items such as a cooker.
- 5.7. The service complements the work of the Supporting Leicestershire Families (SLF) team, although it is important to note that families with complex needs would be referred to the Early Help Hub for consideration for the SLF team to become involved.
- 5.8. To access the Council's support service, a referral is made in one of two ways:
 - Via the Job Centre where the Work Coach has identified a claimant requires support
 - Via an officer of the council

Between April 2018 and December 2018 there have been 223 referrals to the service and of those 134 were from the job centre.

Upon initial contact the Support Officer undertakes a face to face assessment with the resident to ascertain what their needs are. Our desired outcome of any referral would be for the resident to be able to access further support and help them to become more confident in approaching the Council in matters which may affect their tenancy. This will also improve their ability to become financially and socially independent in moving towards routes for employment and training.

- 5.9. Objectives are agreed in conjunction with the resident, so the Support Officer can measure success. On average assessments are undertaken within a week of referral.
- 5.10. Originally the service capacity for each officer was set at 25 and this has increased to 30 but remains flexible due to the varying complexities of each tenant requiring support. A waiting list has also been established which is triaged with the help of the referrer.
- 5.11. The Support Service is also intended to provide a pathway to other support agencies and/or services which will be able to continue the work which has been established by the service. There is no prescribed timeframe for "successful" delivery of a Support Service by the officer, but some guidelines are worked towards and discussed at one to ones that assist the Team Leader in effectively managing and accessing the levels of work and quality of service offered.

These targets are:

- At least 85% of tenants who, upon case closure, are satisfied with the support received by the Support Officer
- Cases will look to be closed within 90 days of being opened (multiple issues)
- Cases will look to be closed within 14 days of being opened (single issue)
- 30 cases (full referrals) will be managed by the Support Officer at any one time

- 5.12. The outcomes for the first 6 months of 2018/19 are:
 - 100% of customers rated the service as good or very good.

- 49 out of the 185 cases closed from April 18 were due to the tenant not engaging with the service
- 4/4 one off requests for service were completed within 14 days of the date case logged.

5.13. The Support Officer service has assisted with the financial independence of tenants and has accessed funding from a variety of different sources including Welfare Provisions and the Severn Trent Trust Fund. The service has contributed to accessing the following sums over its first 6 months of operation:

£41,076.18 of payments to rent accounts either through Housing Benefit or Discretionary Housing Payment.

£35,700.20 backdated Council Tax Benefit, Leicestershire Welfare Provision or grants direct to the tenant, for example, funeral grant.

£76,776.38 TOTAL

5.14 With effect from 1 April 2019 the DWP grant funding previously paid to NWLDC and used to fund the support officer provision has ceased, as DWP have commissioned the Citizens Advice Bureau (CAB) to provide this service at a national level. Locally this will reduce the capacity available to support people on UC, so the post has been funded from HRA resources as part of the 2019/20 budget. This will mean council tenants can still call upon this service, releasing capacity within the CAB contract to focus on supporting other UC claimants.

6.0. NEXT STEPS

6.1. As the UC migration rolls out across the district, we will continue to support and assist our customers in this transition. Several recent changes have been made to both the migration timetable and the administration of UC.

- A further 12-month delay in the timetable for the roll-out and managed migration of universal credit until the end of 2023. The managed migration process will start in July 2019 but on a very small scale involving around 10,000 claims. Volumes will increase during 2020 but large-scale managed migration will not commence until 2021 and the process is not now expected to be complete until December 2023.
- The current two-week housing benefit run-on will be extended to the other income related benefits (JSA/IS/ESA) for those transferred to universal credit under both the managed and natural migration process from July 2020.
- The minimum notice period for notifying the requirement to make a migration claim is increased from one month to three months.
- The maximum rate for deductions from universal credit for repayment of debts and loans will be reduced from 40% to 30% from October 2019 and the period for recovery of advance payments will be extended from 12 to 16 months from October 2021. A letter from the Minister of Employment to the Chair of the Work and Pensions confirmed that 55% of UC claimants are having deductions taken from their award in respect of debts.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP – WEDNESDAY, 6 MARCH 2019

Report Title	2018/19 QUARTER 3 PERFORMANCE MANAGEMENT REPORT
Contacts	<p>Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk</p> <p>Chief Executive 01530 454500 bev.smith@nwleicestershire.gov.uk</p> <p>Strategic Director of Place 01530 454555 james.arnold@nwleicestershire.gov.uk</p> <p>Strategic of Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk</p> <p>Head of Human Resources and Organisation Development 01530 454518 mike.murphy@nwleicestershire.gov.uk</p>
Purpose of report	The report provides members of the Policy and development group with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for Quarter 3 (Q3) (October-December 2018).
Reason for Decision	The report is provided for members to effectively monitor the performance of the organisation.
Council Priorities	The report addresses performance against each of the Council's five priorities for 2018/19.
Implications	
Financial/Staff	The report contains summary performance data on staff management and financial information.
Risk Management	Risk management is applicable to all areas of the Council's statutory duties and service provision. Any relevant risks relating to actions set out in the Council Delivery Plan are managed through the Corporate Risk Register. The Audit and Governance Committee receive a quarterly update on Risk Management.
Human Rights	No direct implications.

Transformational Government	No direct implications
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	The report is satisfactory
Consultees	Corporate Leadership Team
Background papers	Council Delivery Plan 2018-2019
Recommendation	THAT THE POLICY DEVELOPMENT GROUP NOTES THE QUARTER 3 PERFORMANCE REPORT (OCTOBER-DECEMBER 2018) AND PROVIDE COMMENTS FOR CONSIDERATION BY CABINET.

PERFORMANCE SUMMARY FOR QUARTER 3

1 INTRODUCTION

- 1.1 The Planning and Performance Management framework helps the Council-
- Clearly articulate our priorities and desired outcomes
 - Prioritise what gets done within the resources available
 - Provides and demonstrates value for money
 - Provide good services and satisfaction for our local community
 - Improves organisational performance
 - Motivate and manage our staff
- 1.2 Its purpose is to deliver the best outcomes and service in relation to our priorities and statutory responsibilities within available resources, and to create an 'early warning system; where this is not the case. To do this we need to be intelligence focused and take action in response to actual performance to make outcomes better that they would otherwise be.
- 1.3 Performance is managed at a strategic, service, operational and individual level, with each informing the other.
- 1.4 At a strategic level, Members and the Corporate Leadership team need to ensure that services are provided meeting the needs of the community, both now and in the future. Members and the leadership team also need to ensure that there are appropriate and meaningful measures underpinning our vision and objectives so that they can be assured that we are making good progress towards our vision, priorities and objectives published in our Corporate Plan.

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

Summary of Performance Quarter 3

- 1.9 This report sets out the performance and progress against the Council Delivery Plan priority actions, performance indicators, and finance and sickness absence management.
- 1.10 An overall summary of the report in quarter 3 across all areas shows that 20 of the 23 progress milestones related to the Council Delivery Plan are on track or green, 2 are under control and 1 is below target.
- 1.11 An overall summary of the performance indicators for quarter 3 shows 31 of the 41 are on track or green, 3 are under control and 7 are below target requiring intervention.
- 1.12 A high level exception report of the Council's performance for Q3 is included in Appendix 1.

2. COUNCIL PRIORITIES

2.1 VALUE FOR MONEY

- 2.1.1 All of the six actions are on track or within tolerance to achieve the milestones set with some good progress on the Customer First Programme and the delivery of the leisure services project.
- 2.1.2 The performance indicators show out of twenty-one indicators, eighteen are on target or within tolerance and three that are falling below target, one is related to leisure income and two are related to Customer Service, an improvement on Q2.
- 2.1.3 Intervention plans for the Leisure Income targets and Customer Service are attached as Appendices A and B.
- 2.1.4 The Customer Experience Strategy was presented to Policy Development Group in September and subsequently approved by Cabinet in November. The strategy has laid

the foundations for transforming the Council's approach to customer service over 2018 - 2021.

- 2.1.5 Work has now begun around this, with pieces of work continuing in the Digital and Customer Service teams to improve the customer experience, as well as new work beginning, around reviewing the corporate complaints process. Our digital work will culminate in a relaunch of the MyAccount platform in Q4, offering a much-improved digital experience.
- 2.1.6 This work is already presenting significant improvements in the contact centre, with customers now experiencing reduced wait times and an increased likelihood of connecting to a Customer Service Advisor. Other work streams will be commencing over Q4, particularly around the corporate customer experience and service standards, linking closely with other corporate work and programmes.
- 2.1.7 The Leisure project remains on target, with the contract start date being 1 May 2019. The three bidders submitted their final tenders on 16 November 2018 and the council's project team have been busy evaluating the qualitative, design and financial aspects in order to secure a preferred bidder.
- 2.1.8 Following the successful recruitment of a permanent Property Services Manager in Q3, the first draft of the asset management strategy for our corporate property asset will be circulated in the final quarter for approval in June 2019. The value for money review of our existing commercial property portfolio has been commissioned for completion in January 2019. An action plan will be developed following analysis of this review and incorporated into the new asset management strategy. The strategy will also outline proposals for the Council offices, which require investment in both the core external fabric and internally, with a detailed project plan for delivery of these improvements to be developed in Q4.
- 2.1.9 With regards to the establishment of a local housing/trading company, a series of discussions took place with other district councils in Leicestershire in quarters 2 and 3, and an outline business case was drawn up regarding creating a jointly funded company. The latter was intended to operate across the county and provide development expertise and project management capacity as well as being able to operate in a more flexible manner, so sites could be taken forward and developed. As only a limited number of districts wished to commit to the project, it is unlikely a critical mass of sites and development activity can be identified which would make setting up such a company worthwhile, although this is yet to be finally confirmed. The focus in quarter 4 will now switch to the establishment of a stock owning local housing company.

2.2 HOMES AND COMMUNITIES

- 2.2.1 All three actions are showing good progress against the milestones, the nine performance indicators are also on target or within tolerance.
- 2.2.2 With the help of a consultant from SLC Rail, the Chief Executive and other officers are liaising with stakeholders, particularly parish councils, to identify negative impacts of the proposals for HS2 and seek to mitigate them. Liaison with HS2 Ltd is continuing for the same purpose. This work recently increased as a result of the publication by HS2 Ltd of their working draft of the Environmental Statement which provides more details of the anticipated temporary and permanent impacts of the route. Extensive comments have been submitted in order to enable HS2 to find ways of minimising the numerous impacts on communities, individuals and businesses. Leicestershire CC, parish councils and many other bodies have also made comments.
- 2.2.3 Work with partners on the East Midlands HS2 Strategic Board is also continuing. This is

looking at opportunities to maximise the economic and infrastructure benefits of HS2 for North West Leicestershire including links to the proposed transport hub at Toton and links from Toton to East Midlands Airport.

- 2.2.4 Five out of five major residential development schemes that were approved in Quarter 3 scored positively against Building for life 'good' standard ensuring continued high quality developments in our district.
- 2.2.5 To further enhance our planning enforcement service we have developed our planning enforcement policy. The Policy sets out the Council's commitment to ensuring developers in the District adhere to their planning conditions and requirements as part of their planning approval. The Policy highlights the powers available to the Council to ensure developers are compliant and the processes we will follow.
- 2.2.6 The completion of our remaining Phase 1 Council new build properties at Staley Close and Smedley Close in Ashby De la Zouch took place in Q3. The scheme of four 2 bedroomed bungalows and three 2 bedroomed houses was officially opened on Friday 30 November, and have all been let and occupied by the new tenants.
- 2.2.7 Phase 2 of the new build programme is the redevelopment of the former Police Station site in Coalville, with work now well advanced to the properties at the front of the site. The 24 new homes will be handed over in phases from May 2019 onwards.
- 2.2.8 Pre planning discussions regarding the redevelopment of the Cocked Hat site and the adjacent smaller site on Cropston Drive in Greenhill commenced in Q3, and a planning application will be submitted in Q4. Pricing negotiations with our construction contractor Robert Woodhead can now commence as the site design is confirmed. Further feasibility investigations into a number of other sites across the district continue to be progressed, including Thringstone, Measham, Whitwick, Ibstock, and Moira.
- 2.2.9 Our overall performance regarding the delivery of new affordable homes has exceeded our annual target of 100 new homes, with 111 already delivered by the end of Q3. A planning application has now been submitted for the new extra care housing scheme being developed by emh housing on the Holywell Spring Farm site in Ashby de la Zouch. This scheme is due to provide 45 rented and 20 shared ownership new apartments for older people.
- 2.2.10 Rent arrears collection performance of 2.33% of the rent due unexpectedly fell below target for the last week of Q3, having been above target for the preceding weeks of the quarter, against a target level of 1.75%. In subsequent weeks the performance level returned to the expected position of being ahead of target so our profiling is being reviewed as this appears to have been a one off anomaly. We now have over 300 council tenants in receipt of Universal Credit which is now applicable for all new claimants across the district, and we continue to provide financial advice support to those affected which is helping to minimise the impact on rent arrears levels.
- 2.2.11 Performance in repairing and reletting empty Council homes further improved in Q3, with year to date performance improving from 25 days on average in Q2 to 22 days in Q3 against an annual target of 25 days. This included the performance for December alone being just 9.5 days on average. This reduction further improved our rent loss performance, which was 0.65% year to date in Q3 against a target for the year of 1.1%. Letting empty homes more quickly means we gain extra rental income, and also new tenants can benefit from their new home more promptly.
- 2.2.12 Plans have been well advanced during Q3 for the arrival of our next two families under the Vulnerable Persons Relocation Scheme (formerly the Syrian Vulnerable Persons Relocation Scheme) in March 2019. Properties have been identified and secured and

the necessary plans to support the families are being put in place, using the government grant funding provided for this work. We will be providing homes for a further two families in November 2019.

2.3 BUILDING CONFIDENCE IN COALVILLE

- 2.3.1 All three actions are on target or within tolerance to deliver against the milestones set, one of the four performance indicators relating to businesses engaged in the shop front grant scheme has fallen short of the Q3 target.
- 2.3.2 An intervention plan for this indicator has been developed and is set out in Appendix C.
- 2.3.3 Plans to create a closed Facebook group for business stakeholders for the Marlborough Square project were put on hold in line with the overall project. An e-mail list for Marlborough Square businesses will be shared with the contractor for the work once identified and other methods of communication will be reconsidered to ensure effective engagement continues.
- 2.3.4 Work on the schedule of events for 2019/20 has commenced with contact with potential attractions and businesses, an internal task and finish group has been set up to develop the detail to ensure a varied programme of events are scheduled.
- 2.3.5 Following the mid-point review, the Business Focus Team are actioning the recommendations and preparing to reopen the Coalville Frontages Improvement scheme for applications early in March 2019 and target priority buildings on Marlborough Square. The planned relaunch of the scheme will be presented to Cabinet in March 2019. In the meantime, improvement works have been completed on Newton Fallowell at 1 Belvoir Road, Coalville.
- 2.3.6 Negotiations to purchase the former Litten Tree pub in Marlborough Square for future use as an indoor market were at an advanced stage during Q3, with completion anticipated in Q4.
- 2.3.7 Works to the Memorial Clock Tower in Memorial Square were completed and scaffold removed prior to the successful Armistice commemoration event on 11 November 2018. Re-laying of the concrete steps to the base of the tower will be concluded in Q4, which will mark the completion of works to the tower.

2.4 BUSINESS AND JOBS

- 2.4.1 All five actions are on target or within tolerance to deliver against the milestones, however two of the four performance indicators relating to the impact of enterprising town centres, businesses engaged and businesses supported have fallen short of the Q3 target.
- 2.4.2 An intervention plan for these indicators has been developed and is set out in Appendices D and E.
- 2.4.3 The draft statement of licensing policy and cumulative impact assessment for Ashby de la Zouch was presented at Licensing Committee in November 2018 and recommended for approval by full Council in February 2019.
- 2.4.4 The Business Focus Team has developed an Economic Growth Plan. The Plan sets out ambitions for North West Leicestershire and, how working cooperatively with our partners, we will continue to develop a thriving and sustainable economy and to play a prominent role in the regional and national economies. As well as a strategic document, the Economic Growth Plan can also be utilised as a place marketing and inward investment tool and also as a lever to attract funding.

The Plan, along with the North West Leicestershire Tourism Strategy will be presented to Cabinet in March 2019.

2.4.5 After the success of our 2017 Disability Confident Event, Business Focus have continued to work with Job Centre Plus and Stephenson College to continue to support those furthest from the workplace into employment. 20 North West Leicestershire companies attended our open recruitment event held at Stephenson College. The event was jointly organised by NWLDC, Job Centre Plus and Stephenson College to showcase how companies can benefit from having a more open recruitment policy to enable them to recruit residents who find it hard to access work. Groups which find it hardest to find employment include those with learning difficulties, physical and mental disabilities, ex-offenders, younger and older workers, ex-forces and lone parents. The feedback from attendees was extremely positive.

2.4.6 The Coalville Jobs Fair was held at Stephenson College on 9 October 2018 and showcased over 2000 local jobs. 122 people attended the event, with over 69% residing in the LE67 area. 51% of all attendees were aged between 25 to 49 years but there were also 24% aged under 24 years and 21% over 50 years.

Also in Q3, the Business Focus team worked with Coalville Job Centre Plus to deliver a mini food and drinks sector jobs fair connecting local food and drink employers to job seekers in Coalville.

The Business Focus team are continuing to work with partners to deliver two further jobs fairs in January 2019, a mini care sector jobs fair in Coalville and the East Midlands Airport jobs fair in Castle Donington, specifically for East Midlands Airport and the employers on Pegasus Business Park.

2.4.7 In Q3 the Business Focus are continuing to work with SEGRO and facilitated the SEGRO Logistics Park Employment & Skills Group. The group has been set up to help support the investment and job creation of the current and future occupiers at SEGRO Park. The development of the first four taken plots is on-track with the first occupier, Kuehne & Nagel, moving in over Easter 2019.

Regularly meetings have been held with occupiers Kuehne & Nagel, Shop Direct and XPO to assist with their future recruitment process and continue to work with partners such as Job Centre Plus to ensure that the companies receive the necessary assistance to recruit locally. Once fully occupied, the first four businesses occupiers will have created over 4,000 new jobs.

2.5 GREEN FOOTPRINTS

2.5.1 Five of the six actions are on track or within tolerance to achieve the milestones set. One action remains below target that of the replacement of solid fuel heating systems in council owned homes with Air Source Heat Pumps (ASHP).

2.5.2 The performance indicators show out of three indicators, two are on target or within tolerance and one falls below target for Air Source Heat Pumps.

2.5.3 An Intervention plan for the failing action and target is attached as Appendix F.

2.5.4 As part of our commitment to establish a green policy, an invite to tender for consultants to measure the current carbon footprint of our services, closed on Friday 12 January 2019. Two companies have submitted responses to the tender; these will be assessed and if acceptable a contract will be awarded in March 2019. Work is expected to commence in April 2019 and completed no later than July 2019.

Taking into account the viability and investment costs, the tendering company will be asked to make recommendations on the type of work to be completed. This will be presented to the Corporate Leadership Team for a decision. Once agreed a policy and action plan will be created to deliver the changes, achieving the targets set out in the Climate Change Act 2008 or the UK100 pledge.

- 2.5.5 The Green Grant scheme has been a great success, however the funding for 2018-19 has been exhausted. The Stronger and Safer team look forward to relaunching this in the new financial year.
- 2.5.6 Discussion around how the Council could support Ashby de la Zouch to become a “timber town” has been included in work on a tourism strategy for the district. An initial draft has been produced and, following discussion with partners, will be reported to Cabinet.
- 2.5.7 Following completion of the Bardon clear up and re-opening of the lay by, trail cameras and the CCTV van have been used to monitor the area.

3. FINANCIAL MANAGEMENT UPDATE

- 3.1 At the end of the third quarter of the financial year the General Fund and Housing Revenue Account and Capital Programme budgets are being managed effectively.
- 3.2 The General Fund surplus outturn is £1.09m compared to a budget of £299k. This is due to a number of positive movements, with the net position being a forecast £789k additional surplus. As part of the annual budget on 27 February 2018, the council committed to transferring the surplus income over expenditure in 2018/19 to the Self-Sufficiency Reserve. The Self-Sufficiency Reserve remains as £2.77m and there has been no expenditure against the reserve since it was created. As part of the Journey to Self-Sufficiency Programme and development of the council’s Commercial Strategy, members will be presented with proposals to utilise this fund for investing in income generating opportunities or delivering savings when they arise.
- 3.3 Income in respect of Business Rates is forecast to be £5.05m compared to a budget of £4.86m. Since quarter 2, an additional £150k has been received in relation to a Section 31 grant and the accounting differences, compared to the budget level in the council’s NNDR1 return has reduced to £40k from £96k at the end of quarter 2. The council continues to retain a separate earmarked reserve of £614k as an additional provision against the financial risk of future losses arising from appeals against the 2017 rating list which remain unknown. The Head of Finance continues to monitor the need to utilise this reserve, however the reserve has not been used up to Quarter 3.
- 3.4 There is a forecast of £488k of salary underspends across the General Fund, which has decreased slightly from the £504k reported at quarter 2. Of this amount £115k relates to the phase 1 Senior Management restructure that was approved and implemented in February 2018 and £33k in relation to the Phase 2 restructure which affected a number of corporate support services. Other favourable movements (in addition to those reported in quarter 2) include additional income in relation to investment income (£84k), Revenues Summons (£32k), Grounds Maintenance (£18k) and Environmental Protection (£18k). There has also been a reduction in costs for Net Financing costs of £67k, legal costs for planning of £20k, planned savings in the Recycle More project of £10k and reduction to the Revenues and Benefit partnership of £15k.
- 3.5 In addition to the adverse movements report in quarter 2, there is continued reduction in leisure centre income of additional £15k, reduction of rental income for the council’s commercial properties of £14k, additional external support in the grounds maintenance team of £35k and site clearance costs incurred by the environmental protection team of

£10k.

- 3.6 Coalville Special Expenses forecast outturn remains at £527k net expenditure as per the approved budget. However, the contribution to/from reserves has changed from a contribution to reserves of £13k to a contribution from reserves of £14k, a net effect of £27k. Further information is available in the Finance Update reports to the Coalville Special Expenses Working Party.
- 3.7 The Housing Revenue Account (HRA) surplus is now forecast to be £3.308m by the end of the financial year, compared to £3.084m reported in quarter 2 and a budget figure for the year of £2.946m. The additional £224k surplus since quarter 2 is the net result of a number of movements, including:
- Reduced forecasts of £276k from planned painting work, which can now be entirely funded from earmarked reserves;
 - Unbudgeted ill health retirement costs of £126k;
 - Revised forecast underspend on gas and electricity of £106k;
 - Additional expenditure of £99k on the Housing Assets and Commercial services interim structure; and
 - A £35k increase in forecast interest income.
- 3.8 The General Fund Capital Programme is forecast to be £6.407m. Movements during the quarter include an additional £78k for the replacement fire alarm and door entry system at the council offices and £46k for welfare facilities at the Linden Way Depot of which the cost will be offset by the decision to not proceed with the depot extension.
- 3.9 The HRA Capital Programme outturn is now forecast to be £7.9m, a reduction of £3.0m from quarter 2. This is due to £1.8m of new build expenditure and a £1.1m underspend on the home improvement and non-decency programme being re-profiled into future years. These underspends also mean we do not expect to use £0.3m of contingency funding. These underspends are partially offset by bringing forward £950k of expenditure to accelerate completion of the air source heat pump programme from 2019/20 into this year.
- 3.10 Details of the major variances for all revenue accounts and the Capital Programme as at Quarter 3 can be found in Appendix 1 - Section 3 of this report.

4. SICKNESS ABSENCE MANAGEMENT UPDATE

- 4.1 In Q3 (2018/19) there were 1178 FTE days lost due to sickness - 135 FTE days more than the previous quarter. This is the equivalent of 2.46 days per full time equivalent (FTE), which is comparable with the same period last year (2.42 FTEs lost). If the rate continues at this level, projecting ahead, the annual absence rate will be 9.45 days lost per fte against a corporate target of 8.5 days.
- 4.2 Planning and Infrastructure (3.60 days/FTE), Finance (3.45 days/FTE) and Housing (2.99 days/FTE) were the work areas with the highest levels of sickness in this quarter.
- 4.3 High levels of sickness in Planning and Infrastructure is the result of long term sickness. 35% of sickness in Finance was due to instances of cold and flu. 44% of sickness in Housing was due to musculoskeletal reasons.
- 4.4 Across the organisation musculoskeletal accounted for over 22% of all sickness, almost three quarters of it occurring in the waste services (26%), Housing Commercial Services (27%) and Older Persons teams (23%). This was followed by operation/post operation recovery (21% of sickness) and non-work related stress (13.47% of all sickness) as the most common reasons for sickness. As anticipated there has been an increase in cold and flu related sickness from under 4% in Q2 to 11.18% of all sickness in Q3.

4.5 The table below illustrates total sickness as a percentage by reason:

Sickness reason	Percentage of sickness by reason
Asthma - bronchitis – respiratory	7.04%
Back pain - sprain - strain - musculo- skeletal	22.52%
Blood conditions	0.68%
Cancer – malignancy	0.00%
Cold and Flu	11.18%
Debility - fatigue	0.13%
Diabetes	0.00%
Disability Related Illness	0.00%
Ear nose & throat - dental	1.96%
Eye - ophthalmic	0.17%
Gynaecological - obstetric	0.08%
Headache - migraine - neurological	4.12%
Heart - cardiovascular	0.55%
Infectious diseases	0.17%
Operation / Post Op	20.95%
Stomach - bowel - gastric - intestinal	11.01%
Stress - depression - anxiety - psychological (non-work related)	13.47%
Stress - depression - anxiety - psychological (work related)	5.97%

4.5 Increased instances of cold and flu have resulted in more short term sickness in this quarter when compared with Q2. 65% of all sickness was long term sickness (10 days or more) and 35% was short term ad-hoc sickness.

4.6 Out of the 25 employee on long term sick in Q3, 15 have returned back to work and 4 have either left or are in the process of leaving the organisation through ill-health retirement or resignation. There are currently 10 employees still on long term sickness. The Senior HR Advisors are working with team managers and Occupational Health to manage these employees back to work.

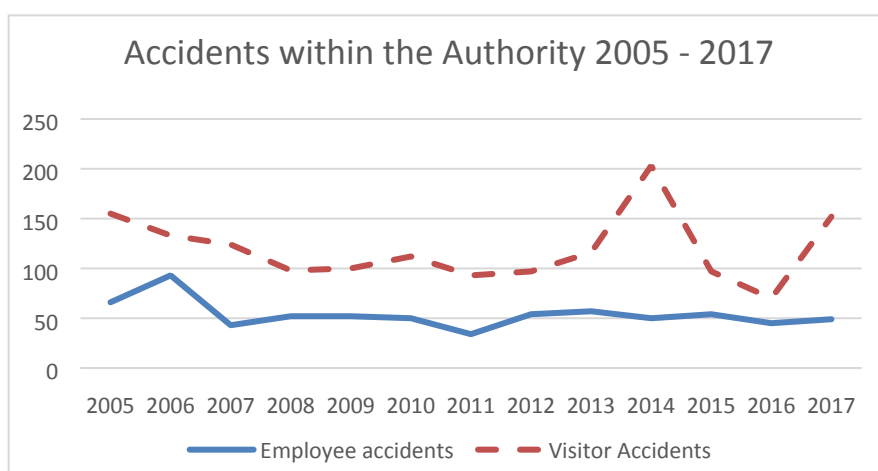
4.7 Completion of return to work interview forms across the Council was a rate of 82%, this is a 6% increase on the previous quarter. The return to work interviews are known to be a critical first process in managing sickness, so we have emphasised the need for managers to complete and return these during the past quarter.

5.0 HEALTH AND SAFETY UPDATE

5.1 **Accidents** - there were seven accidents to employees in the quarter, none were RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable. This means there have been a total of eighteen accidents in the year to date compared with thirty-three last year, and thirty-eight and thirty-five in previous years. The majority of accidents have historically occurred in the Waste services team, and there has been a focus on education and training in that area recently to raise awareness. The majority of accidents (seven) were due to slips trips and falls, followed by manual handling accidents (five) and contact with fixed objects (five) and one dog bite. There have been ninety-seven visitor accidents, mainly in the Leisure Centres. Thirty-seven were as a result of slip accidents.

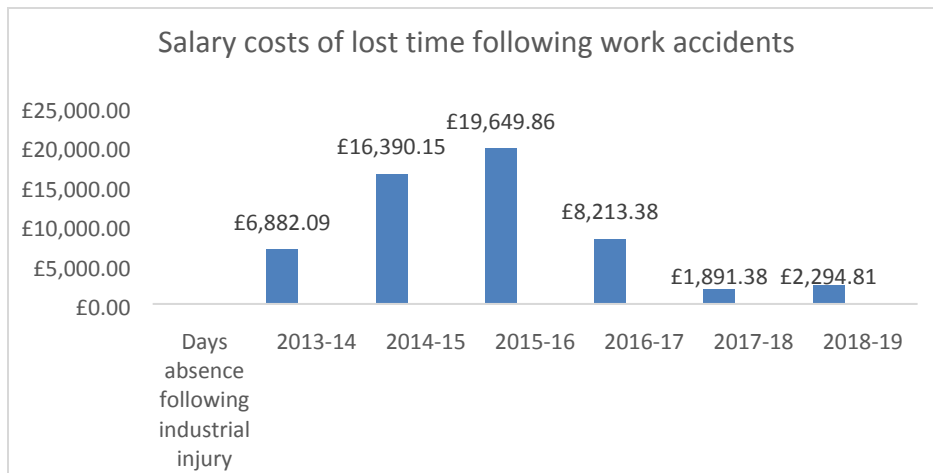
5.2 **Insurance claims resulting from accidents to employees** There have been six claims for compensation since 2016 (all were covered by the Council's insurance policies). Three claims have been settled at a cost of £28,710. One claim was successfully defended and two claims are outstanding. Working practices and documentation is always reviewed with managers following accidents to ensure any necessary learning is implemented.

5.3 Accidents statistics over time



The graph shows the majority of employee accidents have, since 2007, been around 50 annually or 1 per week. There have been spikes in the number of visitor accidents which can be explained by fluctuations in visitor numbers at the Leisure Centres. The spike occurring in 2017 can be partly explained by an increase in reporting following training sessions with Duty managers at the Leisure Centres on the importance of reporting accidents.

5.4 Accident costs



The chart above shows the salary costs associated with workplace accidents between 2014 and 2017. The costs peaked in 2015-16 at 231 days costing £19,649 but have reduced in recent years.. This year's total to date is £2,294 representing 27.5 days.


- 5.5 **Training** – 89 employees have attended health and safety training programmes this year. The Corporate Leadership Team (CLT) recently completed an Institute of Occupational Safety and Health (IOSH) accredited Leading Safely course. This demonstrates the leadership commitment to Safety at the highest level.
- 5.6 **Annual on line Display Screen Equipment Assessments** - a programme of assessments commenced in October, with a 91% return rate so far, which compares favourably to the return rate the previous year of 87%.
- 5.7 **Legionella testing** Stringent procedures and testing during the first half of the year found no reports of any bacterial ingress. The testing regime includes the Main Council Offices, Leisure Centres, Sheltered Housing and sports pavilions throughout the district.
- 5.8 **Interview rooms and Reception area** – the security of reception and interview rooms has been reviewed earlier in the year and a programme of improvements is now being considered.
- 5.9 **Portable appliance testing** – Testing arrangements commenced during December.
- 5.10 **Fire** - Fire evacuation training from the Council Offices took place in October and was completed smoothly with no issues. Tests and evacuations take place in other Council buildings.
- 5.11 **Risk assessments** - A suite of risk assessments is in place for work activities across the organisation. Key risk assessments are reviewed annually.

Priority Dashboards - Appendix 1


Appendix 1 sets out the following items:

- Detailed statistics of CDP actions and performance indicators
- Details of actions plans where indicators are red
- Finance
- Management of Absence
- Customer Service Call Centre Statistics

Status definitions used in Appendix 1

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

 Performance under control (milestones)

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



Corporate Risk Register - Appendix 2

Please find attached for information the latest version of the Corporate Risk Register at Appendix 2.





2 PERFORMANCE DASHBOARD – VALUE FOR MONEY

Progress against CDP milestones			Progress against CDP Performance Indicators														
5		Green	1		Amber	0		Red	17		Green	1		Amber	3		Red

Action	Update	Status
Delivery of the Leisure Project. Procure a new contractual partnership with an external leisure provider to build a new leisure centre in Coalville and make improvements to Ashby Leisure Centre.	Final bids have been submitted and evaluated and a preferred contractor will be recommended to Cabinet on 5 February 2019.	
The Council's financial resources are aligned with its priorities and the council achieves self-sufficiency.	Wider public consultation is undertaken on the budget and this commenced on 18 December 2018.	
Placing customer at the heart of the organisation.	<p>Work around this is well underway, with the approval of the Customer Experience Strategy in Q3 by Cabinet in November.</p> <p>Performance improvements within Customer Services, are already making a significant impact in the customer experience, with a fall in call wait times and abandoned calls.</p> <p>Work is now progressing to look at the wider context of the customer, improving our digital channels, reviewing the approach to corporate complaints and establishing a corporate approach to customer service into Q4.</p>	
Start our Customer First Programme to improve our customer service.	As the Customer Experience Strategy has now been produced and approved, this action is now complete.	

<p>Level of satisfaction with Customer Services – the % of customers that are satisfied or above with the services.</p>	<p>This target has been revised, as previously there was no measure of customer satisfaction, so it is difficult to show % increase. The consistency of measure is addressed as a theme within the Customer Experience Strategy.</p> <p>A sample of 54 customers contacting Customer Services was taken in December 2018. A breakdown by contact method can't be given due to the small sample size – the % comes from answers to the question '<i>Overall, rate your customer experience today?</i>' Results show a good level of overall satisfaction (92%) and work will be done in Q4 to drill down into the different contact channels to give a meaningful result by contact method.</p>	
<p>To promote the chargeable service offered by Waste Services.</p>	<p>Trade waste and plastic collections started October 2018. Glass will be introduced when we know the impact on the crew collecting the waste. Street Cleansing have an agreement with housing repairs to collect their waste for a minimum period of five years. Trade waste and street cleansing commercial services leaflet to go out with all business rate bills (3,300 no).</p>	




Performance Indicators	Q3 Target	Q3 Actual	Status
Combined benefits performance - time taken to process new claims and changes in circumstances in average days	11.7	8.4	😊
Processing of new claims – time between application and confirmation of award in average days	16.4	15.9	😊
Processing of change of circumstances - the time it takes from receiving a notification of changes to the date of a revised award in average days	10.7	7.4	😊
Council Tax in year collection rate	83.7%	83.6%	😊
Non-domestic rates in year collection rate	84.4%	84.2%	😊
Housing Benefits overpayments collection rate – the percentage of outstanding overpayments collected as a percentage of the total amount outstanding	26%	25%	😊
Percentage of customers very satisfied or satisfied with the Planning Service	90%	91%	😊
Percentage of major planning applications determined within 13 weeks or a timetable agreed with the applicant	85%	100%	😊
Percentage of minor planning applications processed within 8 weeks or a timetable agreed with the applicant	85%	87.11%	😊
Percentage of other planning applications determined within 8 weeks or a timetable agreed with the applicant	85%	87.12%	😊
Leisure Centre Membership income	£716,808	£607,461	😞
Leisure Facility Usage Levels (cumulative)	£680,000	£726,336	😊
Total annual household dry recycling income	£327,000	£358,713	😊
Start our Customer First Programme to improve our customer service	Started	Approved by Cabinet November 2018	😊
Give customers the ability to access at least 50 transactions online 24/7	50	50+	😊
Level of satisfaction with Customer Service – the % of customers that are satisfied or above with the service	90% satisfied	Overall 92% (Small sample size. Needs further work in Q4)	😐
Rate of abandonment – the % of customer phone calls that hang up before they can be answered.	<10%*	7.5%**	😊

Call wait time service level – the % of customer calls that are answered within a given time.	70% in 30 seconds*	66.5% within 30 seconds	
	90% in 60 seconds*	71% within 60 seconds	
Average queue time – the length of time on average that a visitor has to wait before they are seen.	10 minutes*	00:07:10	
Number of ICT security incidents detected	N/A	27,917	
Number of ICT security incidents defended	N/A	27,917	
Number of ICT security incidents infiltrated	0	0	
Measures included from Q3 following ICT audit recommendations to report ICT security to members. Incidents correspond with malicious activity to attack or compromise the Council's ICT Networks.			

12*
 New targets set from Q2 by Head of Customer Services.
 Disregard calls that have abandoned before they have connected to the main call answering queue.

2 PERFORMANCE DASHBOARD – HOMES AND COMMUNITIES



Progress against CDP milestones			Progress against CDP Performance Indicators		
3  Green	0  Amber	0  Red	7  Green	2  Amber	0  Red


Action	Update	Status
Develop a Health and Wellbeing Strategy - the wellbeing of people in North West Leicestershire is improved.	The final round of consultation with key stakeholders and the public has been completed with over 45 responses having been received, and the strategy has been refined and finalised. It will be going to Cabinet for approval on 5 February 2019.	
Refurbish the CCTV system – Modernise Coalville CCTV to tackle anti-social behaviour.	A review of the current CCTV delivery program and current camera network (to include opportunities for commercial funding) has been completed, and some changes needed have been identified. Marlborough Square will fall into the general developments. Agar Nook cameras will be assessed for viability.	
To devise and publish and implement a statement of licensing policy to reduce crime and improve public safety.	Measurable targets have been set for Q2 and Q4 but not Q3.	-
Develop new Homelessness Review and Strategy as part of our new duties under the Homelessness Reduction Act to make sure people threatened with homelessness in the district receive the support they need.	Draft Homelessness Strategy is now complete for consultation and will now include requirements for a Rough Sleeping Strategy with final approval to be in Q4.	





Performance Indicators	Q3 Target	Q3 Actual	Status
Percentage rent arrears of current tenants	1.75%	2.33%	☹️
Percentage of rent loss	1.1%	0.65%	😊
Percentage of tenants satisfied with the allocation and lettings process	95%	100%	😊
Average re-let times (days)	26	15	😊
Number of properties empty and unavailable	0.75% (32 properties)	0.98% (42 properties)	☹️
Percentage of customers satisfied with the repairs service (% of completed jobs)	98%	99%	😊
Percentage of all repairs completed within target	87%	97%	😊
Average length of time taken to repair empty homes to achieve the lettable standard	25 days	12 days	😊
Number of new affordable homes delivered (Annual target 100)	95	111	😊

2 PERFORMANCE DASHBOARD – BUILDING CONFIDENCE IN COALVILLE

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



Action	Update	Status
To deliver programmes that enhance the district's unique town centres and make the town attractive to residents and developers.	<p>Business Focus, working with Cultural Services and the Coalville Heritage Society delivered the 'May the toys be with you' exhibition. The event was used to showcase the industrial heritage of the Coalville toy maker Palitoy. The celebration event showcased the history of Star Wars toys that were designed and produced by Palitoy and also included a number of engagement activities such as Q&As with former Palitoy employees, sessions for local schools, auctioneers valuing people's own collection of Palitoy toys, film showings at the Century and world first launch a Palitoy Star Wars toy into orbit.</p> <p>Following the success of the initial Digital High Streets training programme delivered in the Summer, Business Focus delivered a second tranche of workshops in partnership with Clockwork City. The workshops were delivered throughout October and December for independent retailers across the District. 22 businesses participated in the programme and feedback has been very positive. Out of 10, the average satisfaction score for the training was 9.5.</p>	
Establish and maintain an events programme in our public spaces, including the redesigned Marlborough Square.	Work continues on this initiative in conjunction with the Marlborough Square improvements team. Work on the schedule of events for 2019/20 has commenced with contact with potential attractions and businesses. An internal task and finish group will be set up in Q3 to develop the detail to ensure a varied programme of events are scheduled for Q4 2018/2019.	

<p>To deliver programmes that support SME businesses and entrepreneurial activity in our towns.</p>	<p>As part of the Council's Enterprising Town Centres programme, Business Focus and Environmental Health delivered a business support workshop specifically designed to support food and drink businesses in our town centres. 10 independent retail businesses attended the workshop and developed plans to improve the profile and performance of their businesses.</p> <p>At zero cost, Business Focus, working with NBV Ltd, delivered a 'Starting in Business' programme. 13 entrepreneurs registered to take part in the three day programme that covered business planning, start-up advice, marketing, book keeping and other useful topics. Feedback from delegates was unanimously positive.</p>	
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Performance Indicators	Q3 Target	Q3 Actual	Status
<p>Impact of Coalville shop fronts</p> <ul style="list-style-type: none"> - Number of businesses engaged (Annual target 40) - Number of grant awards (Annual target 8) 	<p>10</p> <p>0</p>	<p>0</p> <p>0</p>	<p></p> <p></p>
<p>Active promotion of at least seven tourism and culture events (annual target 7)</p>	<p>2</p>	<p>3</p>	<p></p>
<p>Face to face business and environmental health advice to businesses each year (annual target 20)</p>	<p>15</p>	<p>18</p>	<p></p>

2 PERFORMANCE DASHBOARD – BUSINESS AND JOBS

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

Action	Update	Status
Develop a tourism strategy that promotes, encourages and enhances the visitor experience.	The draft tourism strategy will be reported to Cabinet and Policy Development Group in Q4. Alongside the development of the tourism strategy, work is underway on an accommodation demand study for the district, with a draft report ready for Q4. Further actions from the tourism blueprint are being progressed, this includes work on the Ashby de la Zouch marketing plan.	
Increase numbers of people attending events in our district year on year.	Use of increased activity on social media to promote many North West Leicestershire events in October, November and December. High priority has been given to district council organised and supported events, notably May The Toys Be With You exhibition, Remembrance Sunday commemorative events and Christmas in Coalville - all events have attracted very high Facebook and Twitter activity, especially the May The Toys Be With You and Christmas in Coalville events.	

To facilitate and deliver programmes that support businesses to grow.

Business Focus have started engagement with Pharmacy2u to support the business to open their new regional centre at Mount Park, Bardon. In October, Business Focus also met with developers Tungsten Properties and the Harworth Group with regards to their emerging commercial development sites at Bardon Industrial Estate. The team are working to identify and secure new investing businesses looking to locate to the district or support existing growing businesses to expand to locate to these new sites.



In December the Business Focus team provided direct support to 5 businesses. This included four new enquiries and one repeat enquiry, bringing a total of 35 businesses in Q3.





The Portfolio Holder has been invited to meet a series of businesses as part of the Business Focus construction skills workshop. The workshop is being delivered jointly between Business Focus, counterparts at Hinckley & Bosworth Borough Council and the Construction Industry Training Board (CITB). The event will provide the businesses in attendance with details of shared apprenticeships opportunities, grant funding and advice on how to increase their business exposure to emerging construction contract across the region.

The Business CAT are still planning for the first annual NWL Business Celebration event. The event will look to showcase successful collaborations between the District Council services and local business that resulted in business growth. The celebration event will coincide with the 2019 Chairman's charity dinner.

Business Focus have begun design work on a new phase of Enterprising Grant funding. Enterprising Phase 3 will look to offer grants between £500 and £25,000 to start-up businesses and SMEs across North West Leicestershire. The grant fund will also include eligible town centre retail businesses. Enterprising Phase 3 will launch in Spring 2019.









To deliver regulatory services in a way that supports business growth.	8 growing food businesses attended a business support seminar specific to the food sector. The seminar was planned by Business Focus and Environmental Health.	
Develop an options appraisal for the future development of the Moira Furnace site.	The Moira Furnace options appraisal work will be progressed in partnership with the National Forest Company (NFC), as part of their legacy work on the Black to Green (Heritage Lottery Funded initiative) which is being progressed with a bid to the Heritage Lottery Fund 'Resilient Heritage Fund'. Progressing the project in this way could result in opportunities to apply to for Heritage Lottery Funding to support the development of recommendations arising from the options appraisal. Progressing the initiative in this way it is likely that the options appraisal would be started at the end of 2018/19 and completed in 2019/20. Work has commenced on the tender documents for the options appraisal, ready for circulation at the start of Q4.	




Performance Indicators	Q3 Target	Q3 Actual	Status
Number of business enquiries received and supported (Establish baseline and method of reporting)	40	57	
Level of inward investment in NWL (Establish baseline and method of reporting) - Number of businesses (Annual target 12)	3	4	
Impact of Enterprising Town Centres - Number of businesses engaged (80)	20	0	
- Number of businesses supported (60)	15	5	

2 PERFORMANCE DASHBOARD – GREEN FOOTPRINTS

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

Action	Update	Status
Work with Highways England on their network in our district to reduce fly tipping.	Signage, enforcement campaign and communications plan has been done and the project is now complete.	
Carry out a feasibility study for introducing electric vehicle charging points in Council owned Car Parks.	Funding and procurement for the installation of 4 electric vehicle charging points within the North Street car park in Ashby has been agreed. Final details to understand the revenue streams and cost for a 2 hour charge will be finalised on 10 January 2019 following a presentation from Podpoint, the council's preferred supplier. The data that these electrical charging points tell us will enable the council to make a measured decision on future provision of electrical charging across the district.	
Be a key stakeholder in the All Party Parliamentary Group litter strategy for North West Leicestershire – through engagement with haulage companies and snack wagons to raise awareness of roadside litter and aim to reduce it.	Milestone targets Q1 and Q2, successfully completed. Good local media coverage, haulage companies, Marks and Spencer, McVities and KP have agreed to support "Keep Your Cab Fab" campaign after December 2018.	
Replace solid fuel heating systems in council owned homes with Air Source Heat Pumps (ASHP).	All previous issues have been rectified and the installation of new heat pumps has continued with 195 fitted as at 16 January 2019 with no further adverse comments from tenants. The total in the programme is 305 (this number has decreased slightly due properties being bought under Right to Buy). 6 units are completed per week therefore 255 will be completed by the end of March 2019. The remaining 50 will be fitted during the first quarter of the new financial year.	

<p>Work to enhance our partnership with the National Forest and celebrate our 10th anniversary of the Free Tree Scheme.</p>	<p>October 2018 saw the launch of the Free Tree Scheme for this year and within the first few days the take up was over 20,000. The Scheme for this year has now been completed and an evaluation carried out. The good news is, with the assistance of the National Forest we have assisted in the planting of trees and hedges, delivering in excess of 83,000 Trees for planting across the district. Over the past 10 years NWLDC has worked in partnership with the National Forest Company to support the mission to transform the landscape and to improve the quality of the lives of those who live, work or visit in North West Leicestershire through creating diverse woodland and great open spaces for all to enjoy.</p>	
<p>Develop a recycling strategy that encourages more households to recycle using the kerbside collection service.</p>	<p>Recycle More strategy after going to Policy Development Group (PDG) will be going to Cabinet in April 2019.</p>	

Performance Indicators	Q3 Target	Q3 Actual	Status
Percentage of household waste recycled	46.75	47.65	
Kgs of household waste sent to landfill per household (Annual target 510)*	511	343	
Number of homes where Air Source Heat Pumps (ASHPs) installed (Annual target 305) (previous annual target 312 has been reduced under the Right to Buy Scheme)	71	57	

A household waste figure, which does not result in an increase in waste to landfill, is considered good performance. NWLDC's waste to landfill is the highest in Leicestershire and is attributed in part to high number of households still on solid fuel heating owing to the free coal subsidy in the district (higher weight in ash waste). However, NWLDC recycles more waste per household than Melton BC, Charnwood, and Oadby & Wigston. NWLDC collects the second highest tonnage of total household waste behind Harborough DC.

3 FINANCE UPDATE

This section sets out the projected financial position of the Council for the quarter ending 31 December 2018. The Council set its General Fund Revenue Budget at £13,502,753 and the Housing Revenue Account budgeted surplus of £2,946,140 on 27 February 2018.

General Fund – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	13,503	13,693	190

Special Expenses – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	527	527	0

HRA SUMMARY	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
Net cost of service (Total rent income less total expenditure)	(2,946)	(3,308)	(362)

Capital Expenditure	General Fund £ 000	Special Expenses £	HRA £ 000	Total
Approved Budget for the Year	3,137	50	10,085	13,272
C/F from 2016/17	2,071	0	1,730	3,801
Approved projects in year	1,949	0	0	971
Slippage Identified in Year	-399	0	0	0
Total budget for 2017/18	7,157	50	11,815	18,044
Likely outturn for 2017/18 (provisional)	6,407	50	7,918	18,047
Variance	351	0	(3,897)	3

Comments on General Fund Variances

- £789K net increase in the contribution to the General Fund balance as a result of:
 - £115k salary savings across the General Fund as a result of the implantation of Phase 1 restructure and £33k in relation to Phase 2.
 - £340k of other salary savings across the organisation
 - Additional planning income of £100k
 - Additional investment income of £84k
 - Reduction in net financing costs of £67k
 - Additional rental income of £8k and a reduction in NDR rates of £16k associated with the council's commercial properties
 - Additional taxi licence income of £29k
 - Reduction in the contribution to the Revenues Benefit partnership of £15k and additional summons income of £32k
 - Increase in the annual cost of the finance system licences of £13k
 - Reduction in the income for the leisure centres of £144k (membership income £129k and Sports Hall Income £10k) and additional expenditure in relation to credit card fees (£10k), repairs and maintenance (£13k) and utilities (£8k)
 - Increased costs in relation to the Sports Action Plans of £17k
 - Additional fuel costs (£10k) for the ground maintenance team, increase in external support costs of £35k, and additional NDR of £12k for the depot offset against £18k of additional income
 - Increase NDR payable on car parks of £15k and reduced car parking income of £18k
 - Additional forecast income of £18k for the Environmental Protection team and an increased costs in relation to site clearance of £19k
 - Forecast underspend of £20k legal and technical costs for planning
 - Reduced trade refuse income of £13k, offset by a decrease in disposal costs of £8k
 - Increase in refuse and recycling costs in relation to fuel (£15k), recycling boxes (£20k) offset by an increase in recycling income of £52k
 - Increase in fuel costs of £8k for the cleansing team offset by an increase of additional income of £17k
 - Underspend of £10k for the Recycle More project
 - Underspend of £10k in relation to architect fees in relation to the depot extension which is no longer taking place
 - ICT license savings of £55k offset by additional costs of the roadmap (£15k), digital storefront (£11k), achieve forms (£19k), additional licence fees (£18k) and reduced print room income of £5k.
 - Additional funding of £28k for CCTV equipment and relocation
- £190k favourable movement in anticipated Business Rates income as a result of an additional £150k Section 31 grant and £40k accounting differences in the way that business rates is distributed to preceptors and Central Government

Comments on Special Expenses Variances

- None

Comments on HRA Variances

- £362k net increase in the contribution to HRA balance as a result of:
 - Increased dwelling rent of £108k
 - Reduced service charge income of £35k
 - Salary savings of £108k
 - Additional interest on our balances of £48k
 - Reduction on council tax on void properties of £50k
 - Reduced forecast cost of painting of £276k
 - Unbudgeted costs of £126k for ill health retirement.
 - Additional expenditure of £99k on the housing Assets and Commercial services interim structure.
 - Revised forecast underspend on gas and electricity of £106k.

Comments on Capital Budget

- Additional Approved Schemes:
 - Car Park – Ashby Health Cultural Quarter -£87k
 - HPLC Ashby – Wall Improvements and Statute +£100k
 - Disabled Facilities Grant (slippage into 2018/19 -£53k
 - Fleet Programme (net overspend agreed) +£11k
 - Marlborough Square +£1.65m
 - Castle Donington College – AWP resurfacing +£1k
 - Finance System Review (increase in schemed) +£50k
 - Finance System Review (virement to revenue) - £400k
 - User Screen Replacement virement to revenue) - £25k
 - HPLC – Car Park Resurfacing -£13k
 - Memorial Clock Tower +£40k
 - New Market Provision +£600k
 - Linden Way Depot – Welfare Facilities +£46k
 - Linden Way Depot – Workshop Extension -£46k
 - Council Offices – Fire Alarm and replacement door entry system +£78k
- Planned Slippage in 2018/19 carried forward to 2019/20
 - Wellbeing Centre at HPLC -£399K
- Variance (underspends/items no longer required)
 - HPLC Car Park – resurfacing -£2k
 - Linden Way Car Park Workshop Extension -£44k
 - Linden Way Car Park Extension -£200k
 - IDOX Platform -£30k
 - Access Road High Street Measham - £25k
 - Belvoir Shopping Centre – Main Service road maintenance -£10k

- North Street Car Park improvements -£40k
- The HRA capital outturn is forecast to be £3.9m under budget as a result of:
 - Re-profiling of £1.8m new build expenditure into future years.
 - Re-profiling of £2.1m home improvement and non-decency programme into future years.
 - The £0.3m budgeted contingency funding not being required.
 - Additional £950k expenditure due to the air source heat pump programme being accelerated.

4 MANAGEMENT OF ABSENCE

Quarter 1	Chief Exec	Community Services	Customer Services	Economic Regeneration	Finance	Housing & Property	HR&OD	Legal & Commercial Services	Planning & Infrastructure	All Directorates
Sickness days lost	0 long 0 short	538.28 long 114.85 short	164.07 long 39.3 short	0 long 16 short	0 long 10.14 short	25.31 long 58.52 short	0 long 4 short	57.5 long 32.41 short	0 long 19.25 short	786.17 long 294.37 short
Total days lost in quarter	0	653.13	203.37	16	10.14	83.83	4	89.91	19.25	1079.63
Number of FTE's	12.65	212.25	48.09	11.29	10.00	85.76	6.19	42.57	22.71	451.51
Ave no of days lost per FTE	0	3.08	4.23	1.42	1.01	0.98	0.65	2.11	0.85	2.39

Quarter 2	Chief Exec	Community Services	Customer Services	Economic Regeneration	Finance	Housing & Property	HR&OD	Legal & Commercial Services	Planning & Infrastructure	All Directorates
Sickness days lost	0 long 0 short	501.79 long 126.35 short	86.31 long 51.20 short	0 long 0 short	0 long 0 short	101.35 long 70.26 short	22 long 0 short	33 long 24 short	23 long 4.03 short	658.14 long 220.61 short
Total days lost in quarter	0	628.14	137.51	0	0	171.61	22	57	27.03	1043.29
Number of FTE's	13.99	212.34	48.09	11.29	10.00	85.76	6.19	42.56	22.71	451.59
Ave no of days lost per FTE	0	2.90	2.46	0	0	1.68	2.16	2.92	1.14	2.24

Quarter 3	Chief Exec	Community Services	Customer Services	Economic Regeneration	Finance	Housing & Property	HR&OD	Legal & Commercial Services	Planning & Infrastructure	All Directorates
Sickness days lost	0 long 8.6 short	368.34 long 165 short	60 long 58.55 short	10 long 7.75 short	10 long 25.62 short	209.72 long 106.07 short	0 long 8.8 short	40 long 10.95 short	63 long 26.08 short	761.06 long 417.42 short
Total days lost in quarter	8.6	533.34	118.55	17.75	35.62	315.79	8.8	50.95	89.08	1178.48
Number of FTE's	13.03	227.09	60.65	10.46	10.33	105.63	8.87	19.04	24.71	479.81
Ave no of days lost per FTE	0.66	2.35	1.95	1.70	3.45	2.99	0.99	2.68	3.60	2.46

5 CUSTOMER SERVICE CALL CENTRE STATISTICS – QUARTER 3

	Oct 17/18	Oct 18/19	+/-	Nov 17/18	Nov 18/19	+/-	Dec 17/18	Dec 18/19	+/-	Total 17/18	Total 18/19	+/-
Received*	8882	8193	-689	8922	6597	-2325	6633	5631	-1002	24437	20421	-4016
Answered	6525	6852	327	7001	5938	-1063	5362	5088	-274	18888	17878	-1010
Answered in 30 secs	2205	4699	2494	3302	4482	1180	2682	4418	1736	8189	13599	5440
Answered in 60 secs	1816	5197	3381	3718	4750	1032	2971	4610	1639	8505	14557	6052
Abandoned**	2280	882	-1398	1793	435	-1358	1237	218	-1019	5310	1535	-3775
Rejected***	72	0	-72	128	0	-128	33	0	-33	233	0	233

There are 30 dual way phone lines council wide

- 141
- * Calls received are direct to the call centre and does not include council wide or other direct calls to individual extensions.
 - ** Calls on the holding line in the queuing system where the caller has hung up
 - *** Calls that are not able to access the holding line where the system has rejected the call due to no free lines

Performance has improved month on month following technology changes in September 2018 and a continued focus from the Customer Service Team.

Lower call volumes are likely the result of improved performance in that hang up and redialling is not required due to lower waiting times. The filling of two vacant post has also contributed to call handling from November onwards. All staff are now also receiving regular 121 supervisions.

The percentage of call answered increased on same quarter 2017-18 from 77.29% to 87.55%; over 10% improvement, and over 71% of all calls answered with in 60 seconds. Only 7.5% of calls offered, have abandoned before connecting to the queue (this figure disregards those that disconnect during the introductory messaging).

The number of rejected calls, those which are unable to enter the queue, have resulted in a zero return this quarter compared to 0.95% of calls in same quarter last year.

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APPENDIX 2

Corporate Risk Register													
Ref No.	Risk Description	Consequence	Cause	Inherent Risk			Responsibility of	Responsible to	Control Measures	Residual Risk			Movement of Risk
				Impact	Likelihood	Rating				Impact	Likelihood	Rating	
1	SOCIAL/ POLITICAL/ LEGAL Death / serious harm to a vulnerable person receiving a council service	A serious case review arising from death/serious harm to a vulnerable person. Reputational damage to council. Loss of confidence in ability of council to deliver services.	Lack of response to a safeguarding report. Service failure.	4	4	16	Community Safety Manager	Head of Communities	The organisation has the following structures in place; An identified Corporate Lead (Head of Service) with a Portfolio Holder lead An identified Team responsible for Safeguarding (Safer & Stronger) with responsibility embedded into Team Leader role and an officer (Child & Adults at risk Officer) An agreed Safeguarding Policy refreshed as required with delegation to Director of Housing and Customer Services for updates An identified group of Designated Safeguarding Officers (DSO's) in most service areas A programme of regular DSO meetings which consider training, best practice and case issues An annual training programme to ensure new DSO's are well informed and trained A quarterly senior management review of all cases to check progress/close cases A quarterly briefing with the Chief Executive, a 6 monthly report to CLT and an annual report to Cabinet Annual report reviews previous year and endorses an action plan for the year ahead.	4	2	8	Stable
2	FINANCIAL/ COMMERCIAL/ REPUTATIONAL	Central Government intervention/special measures. Adverse publicity. Possible litigation. Withdrawal of services.	Mis-interpreting of or not responding appropriately to a change in fiscal policy.	4	4	16	Head of Finance	Strategic Director of Housing and Customer	Monthly management reviews monitor actual spend against budgets and forecast to the end of the year.	4	1	4	Stable

	Mismanagement of council finances		Poor budget planning / management. Internal financial systems and regulations not being properly applied.					Services	Monthly reporting and challenging at CLT, and reported to Cabinet quarterly Sound policies and procedures are in place. Financial planning processes have been documented and are reviewed regularly. Internal and External audit of systems and accounts. Membership of CIPFA and engagement of Arling Close gives access to specialist advice, analysis and expertise.				
3	REPUTATIONAL/ LEGAL COMMERCIAL Insufficient resources due to unplanned / unforeseen absences / vacancies	Council unable to perform its statutory duties. Use of external resources at significantly higher cost.	Failure to horizon scan and interpret future needs in Inability to recruit to vacancies / retain staff.	4	2	8	Head of HR and OD	Chief Executive	Advance planning will mitigate this risk; Ability to divert resources from other services, bringing in additional resources from other sources (e.g. Agencies, Consultants, Voluntary/ Community sector etc.) would be activated. Market conditions are tested through recruitment processes. The Council can offer a package of additional benefits to enhance the recruitment offer. The Council has developed innovative partnering relationships with other sectors including the private sector to make posts uniquely attractive. Best Employee Experience is a programme to attract and develop the right skills, and promoting existing staff talent through secondments and tailored development programmes. Apprenticeships allow the Council to 'grow our own'.	3	2	6	Stable
4	LEGAL / FINANCIAL Contracts are not properly procured and managed	Council liable to incur additional costs, contract overrun, litigation and potential health & safety issues as well as service disruptions.	Failure to monitor contractors appropriately. Legal and procurement teams not consulted when contractors are engaged.	3	4	12	Finance Team Manager. All Team Managers.	All Heads of Service	Corporate procurement officer and legal team to support where necessary on contract management. Policies and procedures are in place. Reserve contractor in place where appropriate.	3	2	6	Increasing *Change due to departure of previous Procurement Manager.

			Loss of key staff or supplier. Procurement procedures are not followed.						A Senior Procurement Officer oversees a procurement planning process. Training programme in place for staff.				
5	LEGAL / TECHNOLOGICAL Loss or unlawful use of personal data constituting breach of data protection legislation	Monetary penalties from ICO, adverse publicity, private litigation and personal criminal liability of officers.	Systems not in place to protect sensitive data. Staff are not properly trained in managing information, and do not follow internal procedures.	3	3	9	Legal Services Team Manager	Head of Legal & Support Services	Policies and procedures are in place although not yet rolled out and fully embedded. Corporate Governance training is undertaken annually and includes information governance as appropriate to reflect changes in legislation. The Council has a dedicated SIRO. Corporate Governance Groups are in place to scrutinise impacts/issues arising.	3	2	6	Stable
6	LEGAL / REPUTATIONAL / COMMERCIAL Failure to respond to an emergency in an appropriate manner	General public at risk of harm or unable to access relevant services (e.g. emergency accommodation or rest centre). Adverse publicity. "Business as usual" not possible without appropriate business continuity plan in place. Breakdown in relationship with other responders.	Lack of planning, training and exercising of Emergency plans Inadequate Corporate Business Continuity Management. Lack of procedural understanding	4	3	12	Head of Human Resources and Organisation Development	Chief Executive	Business continuity plans have been documented, policies and procedures are in place. The LRF partnership arrangement with all Leicestershire and Rutland authorities provide resilience during civil emergency situations. Business Continuity exercises show the readiness of the Council to deal with emergencies. System of ICO / FLM duty rotas is in place.	4	1	4	Stable
7	LEGAL / TECHNOLOGICAL / COMMERCIAL Infiltration of ICT systems	"Business as usual" would not be possible. Cost of repelling cyber threat and enhancing security features.	Systems not in place or kept current to deflect any foreseeable cyber attack. Limited staff awareness of possible threats.	4	4	16	ICT Manager	Head of Customer Services	Fully resilient environment in place with no single points of failure for core systems, other critical systems use cold standby equipment. New business services are run in remote fully resilient data centres and existing systems are being progressively migrated to these cloud computing centres.	3	2	6	Increasing

									Improved business recovery arrangements have been implemented to minimise recovery time. Accreditation to Cyber Essentials Plus and the Public Services Network.				
8	COMMERCIAL / POLITICAL / FINANCIAL Projects are poorly managed	Failure of proposed projects could result in failure to achieve overall objectives. Inefficient use / waste of resources.	Failure to implement project management techniques. Poor corporate oversight of projects. Inadequate or poorly performing Project Management Office function.	3	4	12	Head of Human Resources and Organisation Development	Chief Executive	Properly convened project teams with PID and project plan in place, including project risk registers. Progress on corporate projects scrutinised by CLT. Use of external resources is also being used to support the Coalville and Leisure projects.	3	3	9	Stable
9	LEGAL / POLITICAL / REPUTATIONAL Council makes ultra vires (beyond the council's powers and functions) decisions	Potential litigation against the Council, resulting in increased costs / compensation. Reputational damage.	Staff / Members proceeding outwith established governance arrangements. Failure to consult with Legal / Monitoring Officer. Lack of understanding of the implications of dealing with a particular matter.	4	3	12	Legal Services Team Manager	Head of Legal & Support Services	Policies & procedures in place, governance processes are documented and in operation, ongoing assessments and reviews are performed. Completion of the Annual Governance statement.	4	1	4	Stable
10	FINANCIAL / LEGAL / REPUTATIONAL Council is subject to fraud, corruption or theft	Financial, reputational and political damage to Council.	Lack of checks and balances within financial regulations. Poor budget / contract management. Poor monitoring of / adherence to financial systems	4	3	12	Head of Finance. All Team Managers & Heads of Service.	Directors	A policy framework that includes Anti-Fraud and Corruption Policy, Confidential Reporting (Whistleblowing) Policy and Anti-Money Laundering Policy. The Internal Audit annual planning process takes into account high risk areas, which considers fraud risks. Fraud risks are considered as part of specific audits with testing designed to detect fraud where possible. The Council is also subject to External Audit. Internal control and governance arrangements such as segregation of duties, schemes of delegation, bank reconciliations of fund movements, and verification processes. Information on how to report fraud is on the website including relevant links.	3	2	6	Stable

									Participation in National Fraud Initiative (mandatory) and Leicestershire Fraud Intelligence Hub (voluntary). Leicestershire Revenues and Benefits Partnership have two trained officers working solely on Council Tax Reduction Scheme Fraud and act as Single Point of Contact for DWP referrals.				
11	FINANCIAL / COMMERCIAL / ECONOMIC The Council is subject to a reduction in income	Services are unable to be delivered. Potential staff redundancies. Funding of external groups is withdrawn. Potential breach of statutory duties.	Reduction in government grant. Changes to the local authority financial settlement. Economic downturn / recession. Commercial opportunities not progressed. Changing rent policies.	3	4	12	Head of Finance. All Heads of Service.	Directors. Chief Executive.	Medium Term Financial Strategy in place, including Self Sufficiency initiative. Economic Development Team promotes business offer. Participation in Business Rates Pilots. Accessing external funding where appropriate. Income collection procedures in Revs & Bens Service and Housing.	3	3	9	Increasing
12	POLITICAL / ORGANISATIONAL The Council is affected by Local Government Reorganisation	a) Change to Local Government structure in Leicestershire/East Midlands, including potential merger of district councils/county council could lead to: - Change in location for service delivery/staff - Reduction of control over local matters - Change in financial situation - Staff redundancies - Alternative political structure and governance arrangements - Changes in services to be provided and organisation culture - Deterioration in staff morale and negative effect on staff recruitment and retention - Ineffective engagement with staff, Members and residents in considering, and responding to, proposals. - Diversion of senior staff resources to respond to proposals.	Political direction to consolidate local government tiers to potentially seek greater efficiency and co-ordination	4	3	12	Chief Executive and Head of Legal and Support Services.	Chief Executive	Active engagement with political leaders and Chief Executives across the County so NWL's needs are taken into account in the proposals. Open and transparent communication of NWL position to all stakeholders. Senior management and politicians stay close to project and monitor progress. Internal and external communication plans in place, including for key decision points. External resources to be utilised in assessing any proposals.	3	3	9	Stable

13	POLITICAL / ORGANISATIONAL The Council is affected by the UK's departure from the EU, including a potential 'no deal' Brexit	The UK's departure from the EU, including an inability to agree the terms of the exit by 31 March 2019 could lead to: - increase in checks on goods by Environmental Officers at East Midlands Airport meaning increase in resources / costs. - uncertainty and subsequent regime around tariffs, access to markets, migrant labour and transport of goods in / out of EU could impact on businesses in district / region leading to decline in business rates and employment levels. - potential need for increased storage facilities at entry / exit points and associated increases in freight traffic, putting pressure on local infrastructure - potential withdrawal of access to EU wide IT systems (e.g. relating to imported foodstuffs) -diversion of staff resources into contingency planning.	UK departure from EU, including inability of the EU and UK govt to agree terms by 29 March 2019 of the UK's exit.	4	3	12	Chief Executive and Head of Economic Regeneration	Director of Place / Chief Executive	Engage with National Local Authority steering groups for border control at strategic & operational levels. Implement communication strategy for local businesses so technical notices are shared, with appropriate signposting. Work with LLEP and Chamber of Commerce to provide business advice and support to address changes to legislation & certification. Monitor political developments on EU withdrawal closely. Establish contingency plans after scenario based assessment of resources required for increase in checks and controls, & access to alternative IT systems. Conduct localised assessment of potential impact around East Midlands Airport. Multi-agency Leicestershire Resilience Forum risk assessment and mitigation plan to be prepared	3	3	9	Stable
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Assessing the likelihood of a risk:

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

Assessing the impact of a risk:

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

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

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP - WEDNESDAY, 6 MARCH 2019

Report Title	COUNCIL DELIVERY PLAN 2019/2020
Contacts	<p>Councillor Richard Blunt 01530 412059 richard.blunt@nwleicestershire.gov.uk</p> <p>Chief Executive 01530 454500 bev.smith@nwleicestershire.gov.uk</p> <p>Strategic Director of Place 01530 454555 james.arnold@nwleicestershire.gov.uk</p> <p>Strategic of Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk</p>
Purpose of report	To consider the proposed Council Delivery Plan for 2019/20.
Council priorities	This report defines the Council priorities for the year ahead.
Implications:	
Financial/Staff	The implementation of the Council Delivery Plan has been resourced through the Council's budget planning and Medium Term Financial Strategy.
Risk Management	Improvements contained within the Delivery Plan.
Equalities Impact Screening	Equality impacts will be undertaken as needed for specific project areas.
Human Rights	None discernible at this time.
Transformational Government	Improvements contained within the Delivery plan.
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	The report is satisfactory.
Consultees	None

Background papers	Corporate Leadership Team papers held in Room 135.
Recommendations	THAT THE POLICY AND DEVELOPMENT GROUP NOTES THE PROPOSED COUNCIL DELIVERY PLAN AND PROVIDES COMMENTS FOR CONSIDERATION BY CABINET.

1.0 BACKGROUND

- 1.1 The Council Delivery Plan (CDP) is produced annually to set out the priority areas of work and performance targets and information for the year ahead. This plan has been developed through discussions at the Corporate Leadership Team and with key members.
- 1.2 The Council's priorities for the year ahead are underpinned by a balanced budget, a constant focus on value for money, local income generation where appropriate and a balanced, prudent approach to the future challenges to our funding and expenditure.
- 1.3 Our priority work areas will be:-
- Supporting Coalville to be a more vibrant, family friendly town.
 - Our communities are safe, healthy, family friendly and connected.
 - Local people live in high quality, affordable homes.
 - Support for businesses and helping people into local jobs.
 - Developing a clean and green district.

2.0 COUNCIL DELIVERY PLAN 2019/20

- 2.1 The service and financial planning processes in the Council are aligned, so the funding is identified in the Medium Term Financial Strategy (MTFS) to ensure and the Council Delivery Plan priorities and actions can be delivered within the available resources.
- 2.2 The proposed draft of the Council Delivery Plan is attached at Appendix 1. The design and layout of the document will be updated to make it more engaging for readers when the content has been approved by Cabinet and Council. The Plan outlines the key tasks that will be undertaken to deliver in the priority areas during 2019/20 and also the aspirations for the priority areas over a three year period.

2.3 PERFORMANCE MONITORING

- 2.4 Progress on the Council Delivery Plan will be reported to the Scrutiny Committee and Cabinet on a quarterly basis. We are implementing a new software system in 2019/20 to manage the recording and management of performance information. The new software will enable us to track actions and measures as they are completed in a series of "dashboards" which will be completed on a monthly basis by Team Managers through links to team plans, and these will in turn provide performance information for members of Corporate Leadership Team and Portfolio holders.
- 2.5 The Council Delivery Plan documents will be considered by Cabinet in April 2019, and will then go to the first meeting of the new Council after the district elections in May 2019 for final sign-off.

North West Leicestershire District Council

Council Delivery Plan 2019/20

Draft 1

At North West Leicestershire District Council we believe in putting our communities and customers at the heart of what we do.

We prioritise the work that we think is the most important and makes the biggest difference to people's lives.

Our new council priorities show what we believe to be the most important areas of influence that this council has. This plan states what we will do to achieve these things in the coming year and beyond.

Our plans and priorities are underpinned by a balanced budget, a constant focus on value for money, local income generation and a prudent approach to future challenges to our funding and expenditure.

- **Supporting Coalville to be a more vibrant, family friendly town**
- **Our communities are safe, healthy, family friendly and connected**
- **Local people live in high quality, affordable homes**
- **Support for businesses and helping people into local jobs**
- **Developing a clean and green district**

We're proud of the aims and actions in this plan and look forward to seeing how our work can make a positive difference in North West Leicestershire.

Value for money

It is our ethos to manage our budgets carefully and sensibly. This allows us to provide excellent value for money in our services; investing in key schemes and infrastructure that make a real difference in our communities, whilst balancing the books and planning for the future.

The General Fund:

Income from council tax, fees and charges, business rates

General Fund - income

In 2019/20 we plan to collect:

Council tax £5.3 million - Business rates £6.4 million - Planning fees £1.2 million - Recycling £466,000 - Government grant (the Revenue Support Grant) £NIL

General Fund – spending and saving plans

Plan to spend £14.7 million of our £14.9 million budget

£161,000 added to our Self-Sufficiency Fund to protect us against future financial challenges

General fund - key investments

£24 million investment in a new leisure centre in Coalville, which will open in 2021. £1.2million investment in Ashby Leisure Centre and Lido.

£175,000 invested in waste services to cater for the growing district

£XXX (cost to be added when known) to redesign Marlborough Square

Housing Revenue Account

Housing Revenue Account – income

In 2019/20 we plan to collect £17.6 million from rents.

Housing Revenue Account - spending and saving plans

We plan to spend £16.2 million on council housing services

£1.4 million added to a reserve to repay loans due in March 2022

Housing Revenue Account – key investments

£7.6 million improving and maintaining our existing council homes

£5 million building new council homes

For more information on our income, spending and saving plans, please visit www.nwleics.gov.uk/mtfs

Supporting Coalville to be a more vibrant, family friendly town

Town centres are changing. The way people spend their leisure time is different now and 'experience' is crucial to drawing people in to the town centre.

We want Coalville to grow with this change and be a place where people want to live and spend their leisure time, and where businesses thrive and invest.

Pulling together an overview of Coalville's retail and leisure profile and how it could grow, we will assess what could help to bring more people into the town centre, set out where key development sites are and work with partners to create exciting entertainment and retail opportunities.

We can't do this work on our own. That's why we plan to support community groups and businesses to make their own contributions to improving the town – through events, funding bids, grants and advice.

We would like to encourage everyone to shop and experience 'local'; support your town centre and independent shops, spend your time in local restaurants and bars, head to local events. The more we all do this, the more vibrant Coalville will be.

Supporting Coalville to be a more vibrant, family friendly town

Our aims

Coalville is vibrant town - Local people choose to spend their time and money in Coalville town centre - Coalville is a good place to do business

KEY TASKS 2019/20

- Develop a Coalville Regeneration Framework to enhance the town centre's existing spaces and buildings and encourage new experiences that help to make the town a destination for all the community.
- Seek external funding, including the new national "Future High Streets Fund" to support town centre regeneration, taking every opportunity to create a vibrant place for people to enjoy the retail and entertainment offer
- Seek a cinema operator for Coalville
- Establish and maintain an events programme in our public spaces that celebrates and enhances the town's culture and vibrancy
- Commence delivery of improvements at Marlborough Square and establish a vibrant and newly configured indoor market
- Work in partnership to make the most of our heritage and other assets, including buildings, to bolster the town's identity and sense of place
- Work with the community and interest groups to celebrate and promote Coalville's heritage including 100 years of Palitoy
- Provide grants to at least ten businesses in Coalville to improve the fronts of their buildings, creating a better street scene
- Provide a tailored support programme for 20 retail businesses in Coalville
- Continue to provide support and funding for Coalville Market traders to grow their business within the town's retail environment

In the next three years we will

Commence delivery of priorities identified in the new Regeneration Framework for Coalville

Enable and initiate new developments and public realm projects and, by working with partners, support the District's high aspirations for design quality

Support the redevelopment of key housing sites in Coalville

Work with the Belvoir Shopping Centre to make it a more attractive destination and reduce the number of vacant shops at the heart of the retail area

Hold at least five events in the redesigned Marlborough Square each year

Work to increase the number of people using Coalville town centre's retail and leisure opportunities and ensure that links to the new leisure centre are maximised

Our communities are safe, healthy, family friendly and connected

We want North West Leicestershire to be a safe and healthy place that is well connected and great for growing families.

We will start by looking at our own practices by putting the customer first in all of our decisions and actions. We will ask for and respond to customer feedback to continually improve the way customers interact with us, whilst making more available online for customers to self-serve and improving our face to face and phone service for those with more complex needs.

We want communities to be connected physically as well as virtually so we're supporting infrastructure investment to make sure people can easily get to jobs,


The health and well-being of our communities is incredibly important to us. This year will see us invest £24 million in a brand new leisure centre in Coalville and also make improvements at Ashby leisure centre.

Our communities are safe, healthy, family friendly and connected

Our aims

Put our customers at the heart of all we do – Increase connectivity (physically and virtually) throughout our communities – Support safer neighbourhoods

KEY TASKS 2019/20

- Match our customers' needs to the right method of contact, giving self-serve options to those who can and want to and freeing up our face to face options to support people with more complex needs
- Make all appropriate transactions 'digital by default', giving customers choice and creating integrated digital experiences
- Improve the accessibility of our customer service environments, continuing to reduce call wait times
- Identify locations for shared mobile / partnership working and engagement in communities to provide improved opportunities for local customer contacts.
- Work with town and parish councils to identify services they can provide and identify funding with them, or alternatively make bids to deliver local services ourselves under the 'Being more Business-like Strategy'
-  Support our communities with networking events including the Parish Fair
- Take the lead to implement the actions in our Health and Wellbeing Strategy – through planning and regeneration, economic development, leisure opportunities and housing and also improve the health and wellbeing of our own staff
- Working with our leisure partner to secure planning consent and start the construction of a new leisure centre in Coalville
- Modernise, reconfigure and enhance the leisure centre at Hood Park and launch with a new Ashby Leisure Centre and Lido Leisure Centre branding.
- Working with local partners to improve the community leisure offer in Castle Donington and at Ibstock, and Measham leisure centres
- Map street CCTV across the district with town and parish councils and consider linking various systems into one system that covers the whole district, and achieve accreditation from the Surveillance Camera Commissioner
- Develop our tourism offer to encourage inward investment dwell time and connecting visitor attractions
- Consult on revisions to Local Plan, which will guide development in the district up to 2032
- Encourage and support town and parish councils to write and adopt their own Neighbourhood Plans

In the next three years we will

- Refurbish and modernise our Customer Contact Centre to create an accessible, welcoming and fit for purpose place for customers with most need
- Develop a network of locations for mobile CCTV
- Implement a new Housing ICT system which will allow more customers to self-serve and reduce duplication
- Work with partners to create a 'Legible Ashby' plan that will help visitors find their way around the town easily through signage and maps. Use this as a pilot for other towns and villages
- Adopt the revised Local Plan
- Maintain the NWLDC apprentice levy percentage of 12 apprentices each year
- Reduce the gender pay gap in the council's workforce.
- Reduce our sickness absence levels year on year through a combination of measures in our People Plan with reviews of our sickness policy and encouraging a healthy workforce
- Maximise local employment opportunities at the new at the new Coalville and improved Ashby Leisure Centres
- Maximise apprentice opportunities and employee development with the new leisure centre provider
- Increase participation levels at Coalville and Ashby leisure centres by 58% by 2025

Local people live in high quality, affordable homes

In 2018 we celebrated 10 years since the launch of our Good Design Guide, which continues to make sure new developments in our district are high quality.

This year, we are focussing on the availability and quality of affordable homes in the district.

We will continue our programme of investing £5 million in new council homes and also buying or acquiring new council homes from developers as they build private homes in the area.

We will also improve our own housing, through a planned programme of improvements to the value of £7.6 million, as well as working to make sure the private rented accommodation in our district is up to standard.

Local people live in high quality, affordable homes

Our aims

Increase the number of affordable homes in the district – Improve the quality of our council housing – Improve the quality of private rented accommodation

KEY TASKS 2019/20

Increase the number of affordable homes in the district

- Establish a local housing company
- Complete 24 new council homes on the former police station site in Coalville
- Start to build 12 new council homes on Cropston Drive, Greenhill
- Buy affordable homes from developers to increase availability of council housing
- Obtain planning permission for residential development on two sites in Whitwick and Measham
- Support a local housing association partner to build 14 new affordable homes on empty site at Scotland Road in Coalville
- Ensure residential development takes place on sites of Woulds Court, Moira and Queensway House, Measham
- Ensure all new housing in the district meets the standards of the NWLDC good design guide.

- Improve the quality of our council housing
 - Using our own repairs team for a majority of the work, invest up to £4.2million to upgrade kitchens, bathrooms, roofs, windows and doors and central heating systems in tenants homes
 - Alter tenants' homes where there is an assessed medical need, by spending £295,000 on level access showers, stair lifts, and other aids and adaptations
 - Invest £968,000 to maintain our tenants' homes, including gas and solid fuel servicing, lift maintenance, electrical inspections and painting
 - Invest £778,000 in estate improvements to improve the quality of our council home neighbourhoods with an off street parking programme, improvements to footpaths and un-adopted roads, and five dedicated mobility scooter stores at our sheltered housing schemes

- Carry out a proactive, targeted enforcement so all landlords have a Houses in Multiple Occupation (HMO) Licence where necessary to ensure that private rented accommodation is safe, secure and of the right standard

In the next three years we will

- Maximise the number of private empty properties that are brought back into use, using all the powers available under our policies for empty homes.
- Selectively buy back long term empty properties
- Work with local housing associations to supply 300 new affordable homes
- Invest up to £14 million to improve council homes
- Provide up to 100 new council homes through new build or by acquiring homes through agreements with developers

Support for businesses and helping people into local jobs

North West Leicestershire has a very low unemployment rate (1.2% compared to 2.3% nationally*) and we benefit greatly from having a wide range of employers, from large scale producers and distributors to small, independent retailers.

Our job as the local district council is to support the growth of jobs and to help make sure the local workforce has the right skills for the jobs available. Through partnerships with schools and colleges and events like jobs fairs, we can make sure people are skilled and able to gain employment in our district.

To bolster this positive employment position, we also want to attract investment in the district and this year we will actively promote the district to potential new businesses, showcasing all of the benefits of setting up business here.

2019 will mark the exit of the UK from the European Union; we will continue to work with businesses affected by the EU exit to make sure they are prepared for any changes. We will also continue to advise and signpost businesses affected by the development of HS2.

*Office of National Statistics, November 2018

Support for businesses and helping people into local jobs

Our aims

Match local people with skills and jobs – Support new and growing businesses to create jobs – Help young people into work

KEY TASKS 2019/20

- Act as point of contact to support 30 businesses in new and growing enterprises
- Give comprehensive compliance advice to smaller businesses and start-ups with a focus on food hygiene and allergen controls
- Working in partnership with the National Forest Company, carry out an options appraisal for Moira Furnace as part of an application for Resilient Heritage funding to the Heritage Lottery Fund
- Launch a grant funding programme that supports the growth of existing Coalville businesses as well as support new business start ups in the town centre
- Provide targeted support for local business who may be impacted by HS2 and EU Exit
- Adopt and start to deliver the aspirations of the North West Leicestershire Economic Growth Plan 2019-21. This will include actively promoting the district to potential investors and seeking to harness the opportunities of automation and artificial intelligence
- Working with our new leisure partner increase local employment, training and apprenticeships opportunities in both Coalville and Ashby with a key focus on local supply chains in the construction of the new Coalville centre

In the next three years we will

- Support at least 12 T-level placements and apprenticeships per year
- Provide a £250,000 programme of grant funding and business support
- Work with partners to organise two jobs fairs every year
- Promote North West Leicestershire as a key location for business growth and support £1,000,000 of new business investment and 4,000 new jobs
- Provide business advice to 40 new and existing businesses each year
- Work with partners and public transport providers to enhance transport connectivity so local people can access new job opportunities throughout the district
- Work with three schools / colleges on skills linking with local businesses with a focus on career advice
- Maintain our apprentice levy percentage of 12 apprentices every year
- Provide face to face business and environmental health advice to 20 growing businesses each year
- Strive to further reduce the number of all food establishments with a hygiene rating of 0, 1 or 2 by providing face to face advice and supporting them to improve their ratings

Developing a clean and green district

We consider ourselves very lucky to be right at the heart of the National Forest – a long term project that is making the area greener every year. Much of our work this year supports the National Forest and all that it stands for – by planting trees, bolstering its brand and identity and supporting key events, like the international Timber Festival.

Being a clean and green district also requires the support of businesses and individuals, who we work with on littering and fly tipping campaigns to keep our environment cleaner for everyone to enjoy.

We also acknowledge that we need to lead the way in terms of the green agenda, and have a number of schemes this year that aim to reduce our own carbon footprint, through our council housing, municipal buildings and working practices.

Developing a clean and green district

Our aims

Lead by example by reducing our own carbon footprint – Reduce littering and fly tipping – Promote the work of the National Forest

KEY TASKS 2019/20

- Increase recycling rates by at least 1% every year through our Recycle more... campaign
- Develop and run a high profile fly tipping campaign 'Breaking the Cycle'
- Strongly support National Forest planting in partnership with all town and parish councils and the National Forest Company through expansion of our Free Tree Scheme
- Support towns and villages to develop an identity associated with the National Forest
- Use our partnership with the National Forest and branding work to develop joint initiatives including: Forest Towns – Ashby and Coalville
- Strengthen and develop the centre of the National Forest around Moira
- Sponsor the National Forest Company's international Timber Festival
- Support private householders to improve the energy efficiency of their homes through a local ECO flex scheme targeted at those in greatest need, helping them receive Government grants for affordable warmth
- Analyse tenant satisfaction with newly installed air source heat pump systems in 400 council homes, and potential for further roll out to more homes
- Run an electric car charging point pilot in the Ashby Cultural and Leisure Quarter

In the next three years we will

- Support the Litter Strategy for England through our partnership working within the Roadside Litter Working Group
- Work in partnership with three local haulage companies to tackle layby litter
- Achieve 50% recycling rates by 2023
- Reduce carbon emissions at Coalville and Ashby Leisure Centres by 20% by 2022
- Replace lighting in NWLDC buildings with LED lighting to reduce energy consumption
- Use the data and knowledge from the electric charging points pilot in Ashby to increase charging points across the district
- Reduce vehicle emissions from licensed taxi vehicles
- Increase tree planting through our Free Tree Scheme each year
- Sponsor the National Forest's Timber Festival in 2019 and 2020 and maximise benefits to the local community and businesses
- Help 250 fuel poor households to receive funding for loft and cavity wall insulation and replacement boilers

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POLICY DEVELOPMENT GROUP – WORK PROGRAMME (as at 21/02/19)

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
12 June 2019				
12 June 2019	Gas Supply in Rural Areas (Discussion item to question invited guests)	Glyn Jones, Strategic Director of Housing and Customer Services	Representatives from the most appropriate agency	
12 June 2019	Asset Disposal Policy	Chris Lambert, Head of Housing and Asset Management		20 minutes
12 June 2019	Community Focus Grants - Annual Report	Paul Sanders, Head of Community Services		15 minutes
12 June 2019	Workforce and Agency Costs - Annual Update	Mike Murphy, Head of Human Resources and Organisational Development		20 minutes
12 June	2018/19 Quarter 4 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development		35 minutes

*Subject to approval at Council, the items on the work programme will be allocated to the Scrutiny Committees as appropriate.

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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, 1 February 2019. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on 5 March 2019 is 5pm Friday, 22 February 2019.**

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

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

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
February 2019						
2019/20 General Fund and Special Expenses Revenue Budgets	Cabinet	Key	Public	5 February 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019/20 General Fund and Special Expenses Revenue Budgets
2019/20 - 2023/24 Capital Programmes and 2019/20 Capital Strategy	Cabinet	Key	Public	5 February 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019/20 - 2023/24 Capital Programmes and 2019/20 Capital Strategy
2019/20 Housing Revenue Account (HRA) Budget and Rent Increase	Cabinet	Key	Public	5 February 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019/20 Housing Revenue Account (HRA) Budget and Rent Increase

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
2019 - 2024 Medium Term Financial Strategy	Cabinet	Key	Public	5 February 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019 - 2024 Medium Term Financial Strategy
2019/20 Treasury Management Strategy Statement and Prudential Indicators	Cabinet	Key	Public	5 February 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019/20 Treasury Management Strategy Statement and Prudential Indicators
Investment Strategy - Service and Commercial 2019/20	Cabinet	Key	Public	5 February 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Report
Statement of Community Involvement	Cabinet	Key	Public	5 February 2019	Councillor Trevor Pendleton Tel: 01509 569746 trevor.pendleton@nwleicestershire.gov.uk Strategic Director of Place Tel: 01530 454555 james.arnold@nwleicestershire.gov.uk	Officers report Revised Statement of Community Involvement Statement of Community Involvement

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
Enforcement Policy - Planning Enforcement	Cabinet	Key	Public	5 February 2019	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Enforcement Policy
North West Leicestershire Health and Wellbeing Strategy	Cabinet	Non-Key	Public	5 February 2019	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Health and Wellbeing Strategy Executive Summary and Overview North West Leicestershire Health and Wellbeing Strategy
Houses in Multiple Occupation	Cabinet	Key	Public	5 February 2019	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Houses in Multiple Occupation
Proposals to allocate in principle the leisure VAT benefits from a forthcoming claim to HMRC	Cabinet	Key	Public	5 February 2019	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	None Proposals to allocate in principle the leisure VAT benefits from a forthcoming claim to HMRC

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
Confirmation of the appointment of the successful bidder for the sport and leisure project	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	5 February 2019	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Confirmation of the appointment of the successful bidder for the sport and leisure project
March 2019						
Proposed Council Delivery Plan	Cabinet	Key	Public	5 March 2019	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk	Report Proposed Council Delivery Plan
Equality and Diversity Policy	Cabinet	Key	Public	5 March 2019	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk	Equality and Diversity Policy Equality and Diversity Policy

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
North West Leicestershire Economic Growth Plan 19-21 & North West Leicestershire Tourism Strategy 19-21	Cabinet	Key	Public	5 March 2019	<p>Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk</p> <p>Head of Economic Regeneration Tel: 01530 454752 mark.fiander@nwleicestershire.gov.uk</p>	<p>Draft North West Leicestershire Economic Growth Plan 19-21</p> <p>Draft North West Leicestershire Economic Growth Plan 19-21</p> <p>Draft North West Leicestershire Tourism Strategy 19-21</p> <p>North West Leicestershire Economic Growth Plan 19-21 & North West Leicestershire Tourism Strategy 19-21</p>
Homelessness Strategy	Cabinet	Key	Public	5 March 2019	<p>Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk</p> <p>Head of Housing and Asset Management Tel: 01530 454780 chris.lambert@nwleicestershire.gov.uk</p>	Homelessness Strategy Homelessness Strategy

Decision	Decision Maker	Status of Decision	Public or Private <small>(and reason – where private)</small>	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Lightbulb delegation extension	Cabinet	Key	Public	5 March 2019	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	None Lightbulb delegation extension
Discretionary Housing Payment	Cabinet	Key	Public	5 March 2019	Corporate Portfolio Holder Head of Customer Services Tel: 01530 454753 tom.shardlow@nwleicestershire.gov.uk	Discretionary Housing Payment
Tenant Scrutiny Panel Report on Estate Management Services	Cabinet	Non-Key	Public	5 March 2019	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk Strategic Director of Housing and Customer Services Tel: 01530 454819 glyn.jones@nwleicestershire.gov.uk	Tenant Scrutiny Panel Report on Estate Management Services
Coalville Frontage Improvement Scheme	Cabinet	Non-Key	Public	5 March 2019	Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk Head of Economic Regeneration Tel: 01530 454752 mark.fiander@nwleicestershire.gov.uk	Coalville Frontage Improvement Scheme

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
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Part Private Information relating to the financial or business affairs of any particular person (including the authority holding that information) Background papers contain confidential information	5 March 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Report Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs
Proposal to Dispose of NWLDC Site in Coalville	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	5 March 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Housing and Asset Management Tel: 01530 454780 chris.lambert@nwleicestershire.gov.uk	Location plan Site Masterplan Valuation Appraisal Proposal to Dispose of NWLDC Site in Coalville
April 2019						
Recycle More for North West Leicestershire	Cabinet	Key	Public	9 April 2019	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Recycle More Plan Recycle More for North West Leicestershire

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
2018/19 Quarter 3 Performance Report	Cabinet	Non-Key	Public	9 April 2019	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk	Report 2018/19 Quarter 3 Performance Report
Tenancy Agreement Changes	Cabinet	Key	Public	9 April 2019	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk Head of Housing and Asset Management Tel: 01530 454780 chris.lambert@nwleicestershire.gov.uk	Report Tenancy Agreement Changes
Building Control Shared Service Proposal	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information) Confidential Information	9 April 2019	Councillor Trevor Pendleton Tel: 01509 569746 trevor.pendleton@nwleicestershire.gov.uk Strategic Director of Place Tel: 01530 454555 james.arnold@nwleicestershire.gov.uk	Report Building Control Shared Service Proposal

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