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Meeting	CORPORATE SCRUTINY COMMITTEE
Time/Day/Date	6.30 pm on Wednesday, 4 September 2019
Location	Council Chamber, Council Offices, Coalville
Officer to contact	Democratic Services

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 12 June 2019.	3 - 8
5. CORPORATE CHARGING POLICY	
Report of the Head of Finance	9 - 24
6. CORPORATE ASSET MANAGEMENT STRATEGY	
Report of the Head of Housing and Property	25 - 64
7. END OF YEAR REPORT	
Report of the Head of Human Resources and Organisation Development	65 - 86

8. 2019/20 Q1 PERFORMANCE REPORT

Report of the Head of Human Resources and Organisation Development

87 - 124

9. 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.

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Circulation:

Councillor R Boam (Chairman)
Councillor J Houlton (Deputy Chairman)
Councillor E G C Allman
Councillor A J Bridgen
Councillor R Johnson
Councillor V Richichi
Councillor S Sheahan
Councillor N Smith
Councillor D E J Tebbutt
Councillor M B Wyatt

MINUTES of a meeting of the CORPORATE SCRUTINY COMMITTEE held in the Council Chamber, Council Offices, Coalville on WEDNESDAY, 12 JUNE 2019

Present: Councillor R Boam (Chairman)

Councillors J Hoult, E G C Allman, V Richichi, S Sheahan, D E J Tebbutt, M B Wyatt and D Bigby (Substitute for Councillor R Johnson)

Officers: Mr G Jones, Mr M Murphy and Mrs R Wallace

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor R Johnson.

2. DECLARATION OF INTERESTS

Councillor S Sheahan declared a non-pecuniary interest in item 5 – 2018/19 Quarter 4 Performance Report due to the reference to HS2 within the report. In addition, during the item, a further discussion ensued and therefore Councillor S Sheahan declared a pecuniary interest and left the meeting for the remainder of the debate.

3. PUBLIC QUESTION AND ANSWER SESSION

None.

4. WORKFORCE AND AGENCY COSTS - ANNUAL UPDATE

The Head of Human Resources and Organisation Development presented the report to Members.

In response to a question from Councillor S Sheahan, the Head of Human Resources and Organisational Development confirmed that the total expenditure on agency staff did not include consultants. In response to a further question, it was reported that the increase in use of agency staff in recent years was mainly due to recruitment difficulties within the Housing repairs and waste teams. The Strategic Director of Housing and Customer Services stated that he was confident that costs for agency staff would continue to reduce going forward as permanent staff continued to be recruited in the repairs team on the new terms and conditions for operatives, which were agreed last year.

Councillor M B Wyatt asked for the number of long-term agency staff that had been employed, the reasons why and what the longest contract was. The Head of Human Resources and Organisational Development agreed to provide the information outside of the meeting.

Councillor V Richichi asked if it was financially beneficial to have a bigger workforce rather than agency workers. He also referred to the fact that the agency staff working in housing repairs were not always doing an adequate standard of work, which meant that the job had to be rectified afterwards. He felt this was a waste of money and suggested that it may be because there was not a sense of pride with agency staff because they were not permanent members of staff. The Head of Human Resources and Organisation Development explained that he could not provide a definitive answer on the financial benefit as it varied depending on the scenario. The Strategic Director of Housing and Customer Services stated that it was the Council's aspiration to have as many permanent members of staff as possible and they were committed to reducing the amount of agency staff used. He advised that agency workers in repairs may have slightly higher salary

costs but permanent staff attracted higher pension contributions from the Council, so the net financial position was generally cost neutral.

In response to a question from Councillor D Bigby, the Strategic Director of Housing and Customer Services confirmed that as the number of full time equivalent permanent employees increased last year, the resulting increase in staff costs had offset the reduced expenditure on agency staff.

Councillor M B Wyatt suggested that a future item for the work plan could be the inspection of works for housing repairs as he felt the standard had been poor. He believed that the standard of work was often low from agency workers and there was a high turnover. Therefore, he felt stability with permanent staff was key. The Head of Human Resources and Organisation Development reported that an advantage of using agency staff was that their standard of work and performance could be assessed on the job which assisted on whether to recruit some agency staff on a permanent basis.

RESOLVED THAT:

The report be noted.

5. 2018/19 QUARTER 4 PERFORMANCE REPORT

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

Councillor M B Wyatt asked if the Council was doing anything to ensure all development sites for new council housing were carbon neutral, as he believed we should be setting a precedent. The Strategic Director of Housing and Customer Services stated that it was not currently a corporate aim but it was something to take on board for the future.

In response to a further question from Councillor M B Wyatt, the Strategic Director of Housing and Customer Services stated that housing repairs were measured for 'right first time' and he would include the information in future reports.

Regarding the performance of the call centre, Councillor S Sheahan was pleased that improvements in call waiting times had improved. However, it stated within the report that the volume of calls had reduced due to the redirection of Universal Credit Calls and asked if this was the reason for the better performance. The Strategic Director of Housing and Customer Services confirmed that Housing Benefit queries had reduced and Universal Credit calls were now taken by the Department of Work and Pensions and this was contributing to the reduced volume of calls. However, there was also the fact that more services were now available online.

Councillor S Sheahan was pleased to see that the two Syrian families had settled in well and asked if any more families would be arriving in the district. It was confirmed that there would be a further two families by November 2019.

In relation to the relaunch of 'my account' self-service system, Councillor D Bigby shared his experience of using it, as it was not simple. He wanted to change his bank details for his direct debit payments and it was unclear how it could be done.

At this point Councillor S Sheahan left the meeting during the discussion which focussed on HS2, as he had a pecuniary interest.

Councillor D Bigby referred to a new consultation document that had been published which included details of a large railhead site close to Ashby that would last approximately

seven years. He asked how the Council was planning to respond and if they would be calling for the work undertaken to establish the railhead to be done with a view to facilitate the opportunity to open passenger services in the future. The Strategic Director of Housing and Customer Services would ask the Head of Economic Regeneration to provide a response.

Councillor D Bigby felt that the target figure for affordable homes in the District should be revisited, as it was not directly related to the Section 106 requirement for affordable homes, the HEDNA or the Local Plan. The Strategic Director of Housing and Customer Services responded that he would look at setting the target with a more scientific method. He explained that the current target was based on the knowledge of the number of houses being built by the Council and housing associations, and what the Section 106 agreements were likely to provide, as well as the number of people on the housing waiting list. He added that in comparison to 5-10 years ago, there had been a considerable increase in the number of affordable houses built in recent years, and this was evidenced by the number of households on the Housing Register reducing over the previous 18 months.

In relation to the shop front scheme as part of 'Building Confidence in Coalville', Councillor M B Wyatt asked for more information as to why the grant awards had fallen short and details of any problems that were being experienced. The Strategic Director of Housing agreed to provide the information outside of the meeting. Members requested that an item be placed on the work programme for the next meeting and the Head of Economic Regeneration be invited.

In response to a request from Councillor S Sheahan, the Strategic Director of Housing and Customer Services agreed to provide information outside of the meeting regarding the purpose of the four new earmarked reserves as part of the Self Sufficiency Reserve as detailed at paragraph 3.7 of the report. Councillor S Sheahan felt it was poor that there was not more detail and it was not clear what direction the council was moving in. Councillor D Bigby agreed.

In relation to the Wi-Fi Scheme proposed for Ashby and Coalville, Councillor D Bigby asked if the work had been finished yet and if not he suggested that an intervention plan should be implemented as it was way behind schedule. Councillor E Allman asked if people's data would be safe when using the Wi-Fi, as it was important to make it public if information was being taken by the provider. The Strategic Director of Housing and Customer Services agreed to investigate and report to Members outside of the meeting.

Councillor D Bigby asked what the additional expenditure against the budget for the leisure centres was and where the land was that had been purchased. The Strategic Director of Housing and Customer Services reported that the land purchased was off Nottingham Road in Ashby. He agreed to provide the information regarding the leisure centres outside of the meeting.

At the request from Councillor D Bigby for an explanation into the increase in non-distributed retirement benefits, the Head of Human Resources and Organisation Development stated that the increase was due to the amount of capital pension costs incurred through ill-health retirements. The previous year's payments had exceeded the threshold and the Council had to fund the difference, therefore he was trying to mitigate costs going forward by taking out an ill health retirement insurance policy to ensure any new cases were funded.

In relation to the air source heat pump programme, Councillor S Sheahan asked if there was any satisfaction surveys undertaken regarding the installation and operation. The Strategic Director of Housing and Customer Services agreed to look into it.

Councillor E Allman expressed concerns regarding the average amount of absence by employees due to illness. The Head of Human Resources and Organisation Development advised Members of the national conditions of service, which all local authorities operated, and the length of paid absence due to illness permitted. He reiterated that the absence figures were an average across the authority and reassured that there was a very detailed sickness absence policy. After further discussion, it was agreed to provide more detail in future reports regarding where the sickness absence was occurring across the authority.

At this point Councillor M B Wyatt left the meeting.

Councillor E Allman commented that there was more awareness of stress and anxiety than ever before and asked if there was an opportunity for staff to speak to a professional if needed. The Head of Human Resources and Organisation Development explained that staff had access to a 24-hour telephone service staffed by professional councillors, which could lead to a referral for a face-to-face session if required. The service also offered broader advice on subjects such as medical, financial and legal matters. In addition, there was now a number of trained mental health first aiders in the authority.

In response to a question from Councillor S Sheahan, the Strategic Director of Housing and Customer Services agreed to provide information outside of the meeting regarding any fly tipping improvements.

Councillor S Sheahan asked for the results on the feasibility study for electric charging points in car parks. The Head of Human Resources and Organisation Development responded that an electric charging point pilot was planned for one of the Ashby car parks. This would be monitored and if successful, the plan was to install more.

Councillor S Sheahan felt that the recycling targets should be more ambitious and suggested that officers make some comparisons with neighbouring authorities who were more successful.

Councillor S Sheahan asked for more information regarding the access road on High Street Measham, which was included in the underspend/items no longer required list at page 36 of the report. The Strategic Director of Housing and Customer Services agreed to provide the information outside of the meeting.

In response to a question regarding the reason for the various re-profiling in the HRA Capital Programme, the Strategic Director of Housing and Customer Services explained that there had been delays in new house building in 2018/19, therefore expenditure had been moved back to 2019/20. In response to a further question regarding delays in the capital programme to ensure the decent homes standard was maintained across the housing stock, he explained that this was due to bringing the work in house and the initial difficulties in recruiting sufficient labour.

Councillor V Richichi referred to possible fly tipping enforcement because of a litter pick in his local area, and subsequent disposal of the rubbish. The Strategic Director of Housing and Customer Services agreed to investigate the matter further.

In relation to the funds that were originally put aside to cover various Hood Park Leisure Centre repair costs, Councillor D Bigby asked if the new leisure service provider would still be undertaking the repairs. The Strategic Director of Housing and Customer Services explained that the money was put aside to cover any risks of the equipment failing and in need of urgent replacement. He was unsure as to how the new leisure services provider would proceed, and if indeed when or if any works would be required. Councillor D Bigby asked for some further information if possible.

Councillor D Bigby raised concerns regarding risks on the register that were classed as stable even though they were high risk. In particular, he was surprised that the leisure centre project was allowed to go ahead being such high risk. The Strategic Director of Housing and Customer Services reassured Members that additional control measures were added and there was a contract management framework in place to monitor performance of the larger projects such as the leisure centres. He made it clear that even though some projects had an inherent high risk there were a series of measures in place to mitigate them, and the residual risk rating on the risk around projects reflected the Council's prudent approach.

RESOLVED THAT:

- a) The report be noted.
- b) Comments made by the committee be provided to Cabinet when considering the report.

6. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME

RESOLVED THAT:

The work programme be noted.

Councillor M B Wyatt left the meeting at 7.54pm

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 8.25 pm

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**CORPORATE SCRUTINY COMMITTEE – 4 SEPTEMBER 2019**

Title of report	CORPORATE CHARGING POLICY
Contacts	Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance and Section 151 Officer 01530 454707 tracy.bingham@nwleicestershire.gov.uk
Purpose of report	To obtain comments from the Corporate Scrutiny Committee
Council Priorities	Value for Money
Implications:	
Financial/Staff	The revised policy provides a framework for reviewing and introducing charges, thereby maximising the financial position of the council through local income generation.
Link to relevant CAT	None.
Risk Management	The Charging Policy provides a framework for reviewing and introducing charges, thereby reducing the likelihood of charges being challenged
Equalities Impact Screening	None.
Human Rights	None.
Transformational Government	This relates to the new ways in which councils are being asked to deliver their services.
Comments of Head of Paid Service	Report is satisfactory
Comments of Deputy Section 151 Officer	Report is satisfactory
Comments of Deputy Monitoring Officer	Report is satisfactory

Consultees	Extended Leadership Team (ELT) Corporate Leadership Team (CLT) Leader Corporate Portfolio Holder Deputy Leader
Background papers	Corporate Charging Policy, Cabinet 31 October 2012 Commercial Strategy, Cabinet 9 October 2018
Recommendations	THAT THE CORPORATE SCRUTINY COMMITTEE PROVIDE COMMENTS ON THE POLICY

1.0 BACKGROUND

- 1.1 The Council provides a wide range of services to local residents, businesses and visitors and generates over £27m in local income as a result. Local income generation, when done in the right way, presents the Council with an opportunity to maximise its financial position and, in the case of the General Fund, an opportunity to reduce its reliance on government grant. In addition, charging for services can also present opportunities to achieve the Council's corporate priorities, for example by encouraging or discouraging the use of a service or to alter the behaviour patterns of residents or businesses.
- 1.2 The existing Corporate Charging Policy 2012 – 2015 was approved by Cabinet in October 2012. Although the policy review is now overdue, the majority of content is largely fit for purpose but does now require bringing up to date to reflect best practice in managing finances and the Council's commercial approach.
- 1.3 The former policy's key principle in reviewing and raising charges is based on a percentage change that is to be communicated by the Head of Finance annually. This approach could be perceived as restrictive because it has the potential to discourage service areas from analysing the net financial position of income streams in favour of increasing charges by a set percentage, therefore increasing the risk that costs are not recovered in full if the costs of providing a service have increased over time above the annual percentage announced. One of the main fundamental shifts of the revised policy is the principle that service area are better placed to determine appropriate annual charges in line with the nature of their service, the impact to customers and the fulfilment of corporate priorities against the preferred charging strategy of the council.
- 1.4 Currently, work is underway across the council to develop a new approach that will accurately determine the net financial position of an income stream. This approach, referred to as a 'snap-shot trading account', will determine the financial position of each function within each service area, identifying whether there is a net cost or net income associated with providing chargeable services. The snapshot trading accounts will be maintained on an annual basis and therefore provide a basis for officers to determine appropriate charge levels (where relevant – i.e. there is no statutory requirement) and assess the capacity to raise and introduce new charges for existing or new services.

1.5 The revised policy at Appendix A is due to be presented to Cabinet on 24 September for approval.

2.0 REVISED POLICY

2.1 The revised policy (Appendix A) sets out the three fundamental principles to the Council's Corporate Charging Policy:

- a) Services should raise income wherever there is a power or duty to do so and are best placed to determine the charge level based on the impact to customers and the fulfilment of corporate priorities;
- b) The income raised should seek to generate profit if it is effective and lawful to do so within the appropriate trading structure or seek to sustain a full cost recovery position when it is not appropriate for profits to be generated; and
- c) Any departures from this must be justified in a transparent manner with reference to the relevant charging strategy and how the charge promotes financial sustainability, manages the impact on customers and/or meets the Council's priorities.

2.2 The policy comprises of a number of other key features around transparent and effective decision making, our public sector ethos and understanding the customer impact and these are set out below.

2.3 As detailed in paragraph 2.1 above, income should be raised through charges where there is a power or duty to do so. Notwithstanding the customer impact, the council's preferred charging strategy is to generate a profit where it is able to do so, or where this is not possible, seek to recover costs. However, being a public sector body also means that we need to work within legislation, regulation, a political framework and have regard to the circumstances of our customers.

2.4 The revised policy is designed to empower budget holders in balancing the council's public sector ethos with its commercial approach. Whilst meeting both is a challenge, the new approach will enable service areas to better understand why a charging strategy is/should be adopted and this, in turn, will create greater transparency for members when making charging decisions. The charging strategies in Table 1 have been broadened for this reason and include new definitions for why a service might be subsidised to better understand why it is appropriate in some circumstances not to recover costs in full or make a profit.

2.5 As part of the approach to considering an appropriate charging strategy (and the resultant charge level) the new policy requires that an Equality Impact Assessment (or similar assessment for corporate or public sector bodies) is completed for all charges to residents and that this is revisited in line with the annual review. By undertaking this assessment, service areas will be better placed in fully demonstrating the impact to customers, which will enhance decision making.

- 2.6 The requirement for an annual percentage increase announcement for charge increases that was included in the former policy has been removed and replaced with a requirement for service areas to review charges annually through the budget setting process (making use of the snapshot trading accounts to determine). This approach will improve transparency in respect of charging and the strategies that sit behind charges and ensure that what may have been an appropriate charging strategy when a charge was introduced or last reviewed remains appropriate in the current economic and political landscape.
- 2.7 The requirement for charges to be reviewed annually ensures that members are involved in the decision making process and there is therefore effective scrutiny and accountability of charging strategies and decisions. Through this policy, it is proposed that varying or introducing new charges in year is considered a 'key decision' only where the income generated or value of the subsidised position of that service/function is more than £100k, even if that charge affects more than one ward. Therefore, decisions below £100k affecting more than one ward would be agreed by the Director, Portfolio Holder and Head of Finance. This approach avoids the need for decisions of a nominal nature being subject to Cabinet approval, unless the Portfolio Holder refers the decision to Cabinet for wider consideration.

3.0 FINANCIAL IMPLICATIONS

- 3.1 As detailed in 1.3 above, work is currently underway across the Council to develop snapshot trading accounts for all service areas in order to assess the net cost or income position of income streams. This new approach will enable services to understand whether the income generated from providing a service cover the costs incurred.
- 3.2 Subject to Cabinet approval, this revised policy will take effect at the outset of the 2020/21 budget setting process. Budget holders across the Council are currently making preparations to review current charges and the resultant financial position of income streams. Proposed charges from April 2020 will be presented alongside the draft budget, along with information around the specific reason for the proposed variation in line with the charging strategy for that income stream.

DRAFT CORPORATE CHARGING POLICY

2019 - 2022

Version: DRAFT August 2019

1.0 INTRODUCTION

- 1.1 The Council provides a wide range of services to local residents, businesses and visitors for which it is able to make a charge either under statutory powers set by the Government or discretionary powers where charges are set by the Council. In 2018/19 the Council collected over £27m in local income.
- 1.2 In the current local government funding environment, local income generation, when done in the right way, presents the Council with an opportunity to maximise its financial position and be self-sufficient, reducing its reliance on government grant. Charging for services can also present opportunities to achieve policy objectives, for example by encouraging or discouraging the use of a service or to alter the behaviour patterns of residents or businesses.
- 1.3 Decisions around charging for services are taken in reference to the Council's public sector ethos. As a public sector body we need to work within legislation, regulation and a political framework and we recognise that this can sometimes limit the scope of what we want to do. Our commercial approach will allow us to bring in additional external income to protect front line services whilst benefitting the locality.
- 1.4 We are of the top performing Districts across in England in respect of growth in business rates and new homes bonus with over 60% of General Fund activities now provided by these funding streams. As we are reliant upon these funding streams, changes to the local government funding system that are proposed at the time of writing this policy present a threat to the council's ongoing financial sustainability and is why our Medium Term Financial Strategy (which was developed in 2018) created the Journey to Self-Sufficiency Programme and implemented a new approach in refreshing the medium term financial plans twice a year so that our forecasts remain current.
- 1.5 Our latest version of the Medium Term Financial Plan (July 2019) predicts future in-year deficits (net of surpluses arising in the 2019/20 and 2020/21 financial years) totalling £5.7m to 2024 on the General Fund as a result of increasing cost pressures, reduction in Revenue Support Grant, and, from 2020 an anticipated significant reduction in retained business rates income and New Homes Bonus funding as a result of the implementation of the government's ongoing Business Rate Reform and Fair Funding reviews. The introduction, implementation and ongoing monitoring and review of charges is an integral element of the medium term financial planning of the Council.
- 1.6 Medium term financial projections for the Housing Revenue Account show that a strong position will continue until 2037 when our final maturity self-financing loans redeem. The service is however, keen to further strengthen its stable financial position so that it can deliver more.
- 1.7 We are currently mobilising our Journey to Self-Sufficiency programme to promote self-sufficiency and safeguard the council's financial position against anticipated future central government funding and other changes whilst also maximising the use of locally sourced income. We launched our Commercial Strategy in 2018, which sets out how the council will focus on income generation and developing the culture of the organisation to become more commercial in all areas. The early stages of the commercial strategy have been about putting key building blocks in place, particularly in relation to staff skills and confidence, about enhancing corporate knowledge of our current charges and beginning to

develop a business like culture. The revision of this policy is the foundation of our new commercial approach and journey to self-sufficiency in respect of income generation.

- 1.8 This charging policy outlines the key principles to be considered in charging for services in a transparent and consistent manner. The purpose of this Policy is not to be over-prescriptive, but rather to provide a framework for how the Council approaches the question of charging for its services. The application of this Policy should bring greater clarity to the process for setting charges and will therefore assist the Council in achieving its Corporate Objectives. It is also intended to help guide the process of reviewing charges for existing services and setting charges for any new services that may be introduced in the future.

2.0 LOCAL AUTHORITY POWERS TO TRADE COMMERCIALLY – THE STATUTORY BACKGROUND

- 2.1 The Local Government Act 2000 gave local authorities a wide power to act for the economic, social and environmental well-being of their areas. The general power to charge for discretionary services was included in the Local Government Act 2003.
- 2.2 The Council is permitted under the general power of competence to charge individuals for discretionary services. No additional legal structure is needed for this but, the Council is only permitted to recover its costs of delivering the relevant service – it cannot make profits.
- 2.3 If the Council intends to carry out commercial activities with individuals and private organisations then section 4 of the Localism Act 2011 and section 95 of the Local Government Act 2003 require those commercial activities to be carried out through a company. Such activities must relate to the Council's discretionary functions only. A business case must be prepared and approved by the Council before the activities are carried out. The cost of support provided to the company by the Council must be recovered from the company.
- 2.4 The Council may trade with public bodies listed under the Local Authorities (Goods and Services) Act 1970 and its subsequent statutory instruments. It may also make its staff available to work for certain type of public body under section 113 Local Government Act 1972. The Council may make a profit on its activities under these Acts. No additional legal structures are required to trade under these powers although these activities do need to be identifiable in the Council's accounts.
- 2.5 The decision on whether to make a charge (and its level) is not always within the control of the Council and so it is critical that officers considering implementing or revising charges are aware of the statutory context in which they are delivering services
- 2.6 Services that we charge for are split into two areas:
- a) **Chargeable Statutory Services** - These are statutory services that we must provide but are able to charge for – either the methodology in determining charges or the charges themselves are prescribed. These charges can still contribute to the financial position of the council.

- b) **Discretionary Services** - Discretionary services are generally that an authority can provide but is not obliged to provide. Local authorities can make their own decisions on setting charges for discretionary services.

2.7 It is recognised that in some circumstances (such as Building Control) the approach to the use of surplus income may also be influenced by central government guidance.

3.0 HOW WE WILL DETERMINE CHARGES

3.1 It is critical that the implications of the charging decisions being taken are fully understood and that the officers to whom charge setting powers have been delegated have the appropriate information they need to make informed choices.

3.2 Charges may be set differentially, so that different people are charged different amounts. Authorities are not required to charge for discretionary services and may provide them for free if they so decide.

3.3 Charges will not be limited to a level that covers the costs of providing that service, but rather levels will be set based on market conditions with reference to the Council's policy objectives, the statutory constraints surrounding the ability for all Local Authorities to make profits and the alternative models for delivery available.

3.4 Assessing the impact of charging decisions to customers is a fundamental aspect of the decision making process. Where it is appropriate to do so (for example, when a charge is payable by an individual), an Equality Impact Assessment (EIA) for a charge introduction or variation must be completed to demonstrate the impact to customers and this must be presented alongside the financial information to decision makers. Where the customer is a corporate or public sector body an EIA may not be necessary, but work to evidence the impact of proposed charges to these customers should be fully considered and presented to decision makers.

3.5 In some circumstances it may be appropriate to consider offering a subsidy to all users or certain key groups where it is consistent with achieving the Council's Corporate Priorities. Please see section 7 of this policy for further considerations around subsidising charges.

3.6 Charges should be set at levels that, as far as possible, do not preclude members of the public from using or benefiting from a service. Consideration should be given to the ability of individuals, including those of limited means, to meet the charges and benefit from the service available.

3.7 There are three fundamental principles to the Council's Corporate Charging Policy:

- a) Services should raise income wherever there is a power or duty to do so and are best placed to determine the charge level based on the impact to customers and the fulfilment of corporate priorities;
- b) The income raised should seek to generate profit if it is effective and lawful to do so within the appropriate trading structure or seek to sustain a full cost recovery position when it is not appropriate for profits to be generated; and

- c) Any departures from this must be justified in a transparent manner with reference to the relevant charging strategy and how the charge promotes financial sustainability, manages the impact on customers and/or meets the Council's priorities.

- 3.8 Adoption of these principles will be undertaken on both new and current charges. Where there is a disparity between the current charging position and the desired charging strategy (see Table 1), steps will be taken as outlined in section 4 as part of the annual review of charges.
- 3.9 Effective charging decisions require a solid market knowledge, benchmarking of costs against other public sector bodies and sometimes the private sector, and also an understanding of the impact such charges have on the use and in some circumstances, the delivery of a service.
- 3.10 There are situations where the Council may decide not to raise income when it is empowered to do so or not to recover the full cost of providing a particular service. Members or Officers must be supplied with the information to allow them to make these decisions in a structured manner in line with the charging strategies contained within this policy. A decision to forego income or to subsidise a service is a policy decision having regard to resources and is significant as any decision made in the budget setting process.
- 3.11 Charges should recover the actual cost of providing the service, including the recovery of organisational overheads apportioned to the charging service area. Discretion around the recovery of organisational overheads will be allowed to ensure that charges are not disproportionate with the actual level of corporate or directorate support likely to be consumed in delivering a chargeable service.
- 3.12 It is recognised that it will not be appropriate to recover the full costs in all circumstances and the actual amount of charge proposed could mean that a subsidised charging strategy is adopted as a result of:
 - Any relevant Council strategies or policies and any subsidy or concessions given (concessionary groups and levels are explained in Section 7);
 - Market conditions and prices charged by competitors and/or other local authorities;
 - The need to avoid any potential distortion of the market which might otherwise occur from pricing services below the levels charged by private sector concerns for similar services;
 - The desirability of increasing usage of a given service; and/or
 - The possibility of increasing savings for the Council
 - The need to be competitive and not recover organisational overheads.

3.13 All charges will be set in line with this policy and should fall into one of the categories set out in the following table which expands on different charging strategies of for discretionary services.

Table 1 – Charging Strategies

Charging Strategy		Objective
Statutory		<p>Charges are set nationally and local authorities have little or no opportunity to control such charges.</p> <p>Charges are set through either of the following scenarios:</p> <ul style="list-style-type: none"> a) A statutory charge determined by central government; or b) Where there is a statutory framework for setting charges. <p>Under b) it is still possible for charges to fall under the subsidised or full cost recovery strategies.</p>
Free		The council chooses to make the service available at no charge to meet a service objective
Subsidised	Corporate Priority	The council wishes users of the service to make a contribution to the costs of providing the service in order to meet a corporate priority.
	Concession	The council wishes all users of the service to make a contribution to the costs of providing the service, in order to meet a service objective, but recognises that the service users will not be able to contribute in full.
	Business Development	<p>The council wishes users of the service to make a contribution to the costs of providing the service in order to:</p> <ul style="list-style-type: none"> - allow competition with other providers/secure market share whilst the service is established; or - as part of a wider business strategy that sustains a better financial position with a product/service sold at a loss.
Full Cost Recovery		The council aims to recover the costs of providing the service from those who use it, including recovering service management time and an allowance (based on a corporate percentage) for the recovery of organisational overheads.
Profit Generating		The council aims to recover the cost of providing the service and make a surplus. (Where the customer is NOT a public body, trading for a profit must be via a trading company).

3.14 Consideration should be given in all cases as to whether VAT is applicable and appropriate advice from the Council's insurer's with regards to additional insurances required should be obtained. Advice on both of these matters can be provided by the Finance Team.

3.15 Income that is derived from charging for services must be used to offset the cost of providing the service. Any surplus must be paid to the General Fund/Housing Revenue Account, as applicable, but must be considered in reviewing charges.

- 3.16 Under the Full Cost Recovery methodology, where a surplus has been generated, the estimated cost of providing the services for the next year must be assessed to ensure that a surplus is not generated over a the five year period of the Medium Term Financial Plan.

4.0 ANNUAL REVIEW OF EXISTING CHARGES

- 4.1 One of the aims of this Policy is to ensure that establishing the 'right' price for a service should not be simply a case of adding an inflationary increase to last year's charge. Charges should be reviewed annually as part budget setting for the following year as a minimum and with reference to the trading position of services.
- 4.2 All charges within the Council's control should be reviewed at least annually as part of setting the following year's annual budget and charge increases should be set to take effect from April. All the factors set out above should be taken into consideration in order that officers may make informed choices on the level of charge to be set.
- 4.3 The Council must calculate how much it needs to spend to provide services and how much income it can expect from charges and the amounts from specific government grants it will receive. This policy does not prescribe the format in which officers will review charges but it is recommended that updating the service snapshot trading accounts will be the most effective format for reviewing the current and future service costs associated with providing a service.
- 4.4 Officers reviewing charges must consider the impact to customers and complete an Equality Impact Assessment (EIA) (or other impact assessment for corporate or public sector bodies as necessary), as outlined in paragraph 3.4 above.
- 4.5 Budget holders must communicate the effective percentage change of proposed revised charges to Finance to be included in the proposed budget for approval. The proposed changes to charges will be submitted to Cabinet in November/December, ahead of the approval of the budget in the following February/March. The key considerations of the EIA will be conveyed within the budget reports for member consideration.
- 4.6 The review will not preclude the continuous monitoring of budgets having regard to take-up of the service, market forces and achieving target income levels.
- 4.7 It is considered to be good practice that, where possible, a minimum of one month's notice should be given to customers before any new or revised charges are implemented.

5.0 VARYING CHARGES IN-YEAR

- 5.1 Where there is a strong case for amendment of charges in-year, Team Managers should discuss with their Head of Service who will consult with the relevant Director, Portfolio Holder and Head of Finance for decision.
- 5.2 Proposals for short term promotions / sales in-year and/or the introduction of a concession or an amendment to an existing concession, should be discussed with the Head of Service and approved by the Director, Portfolio Holder and Head of Finance for decision unless

otherwise delegated. The Portfolio Holder, for reasons of a political nature, may refer the decision to Cabinet even if it falls outside of the 'financial key decision' definition.

- 5.3 Proposals must consider the impact to customers and complete an Equality Impact Assessment (or other impact assessment for corporate or public sector bodies as necessary), as outlined in paragraph 3.4 above. This assessment must be presented alongside financial and other relevant information to the Director, Portfolio Holder and Head of Finance as part of the decision making so that the impact to customers is fully considered.
- 5.4 It is considered to be good practice that, where possible, a minimum of one month's notice should be given to customers before any new or revised charges are implemented.
- 5.5 Appropriate records must be retained in line with section 8 of this policy.
- 5.6 Officers must have regard to what may constitute a 'financial key decision' and act in accordance with the requirements of the Council's Constitution.

6.0 INTRODUCING NEW CHARGES

- 6.1 Before a new charge is introduced the financial and legal context for charging must be determined. A careful calculation of the costs of provision, utilising the snapshot trading account for the service area, and appropriate level of charge alongside anticipated demand must be undertaken. Financial and Legal advice must be sought and the legal authority for levying the charge must be established.
- 6.2 As above, the Council must calculate how much it needs to spend to provide services and how much income it can expect from charges and the amounts from specific government grants it will receive. This policy does not prescribe the format in which officers will review charges but it is recommended that updating the service snapshot trading accounts will be the most effective format for reviewing the current and future service costs associated with providing a service.
- 6.3 Proposals must carefully consider the impact to customers and an Equality Impact Assessment must be completed to demonstrate this (or other impact assessment for corporate or public sector bodies as necessary), as outlined in paragraph 3.4 above. This assessment must be presented alongside financial and other relevant information to officers or members as appropriate as part of the decision making process so that the impact to customers is fully considered.
- 6.4 Where a proposal exists to introduce a new charge for a discretionary service that may constitute a 'financial key decision' it is a matter for consideration by Cabinet.
- 6.5 Where a proposal exists to introduce a new charge for a discretionary service that does not constitute a 'financial key decision' it is a matter for consideration by the relevant Head of Service and Director in consultation with the relevant Portfolio Holder and Head of Finance. The Portfolio Holder, for reasons of a political nature, may refer the decision to Cabinet even if it falls outside of the 'financial key decision' definition.

7.0 KEY PRINCIPLES – WHICH CUSTOMERS SHOULD RECEIVE A SUBSIDY?

- 7.1 In some circumstances it may be appropriate to consider offering a subsidy to all users or certain key groups where it is consistent with achieving the Council's corporate priorities.
- 7.2 Recognising this, it is Council policy that when charges are reviewed, concessions where appropriate should be considered for certain groups of customer. In some circumstances concessions may not be appropriate and it will be necessary to consider the impact on income levels before introducing the concession.
- 7.3 It is the policy of the Council that when charges are reviewed concessions should be considered for different groups of customers. Included in Appendix 1 are details of the current customer groups that should be considered. This policy delegates the maintenance of this list of different customer groups to the Head of Finance so that different customer groups who are not known at the time of writing this policy are not disadvantaged.
- 7.4 This policy retains discretion in respect of the level of concession - concession of between 25% and 100% of the full charge may be appropriate in some cases.
- 7.5 Concessions may not be appropriate in all circumstances and it will be necessary to consider the impact on income levels before introducing a concession. An assessment of the desirability of offering a concession will form a part of the process of reviewing charges.
- 7.6 However, it is recognised that there will be important exceptions that will make charging inappropriate in a number of cases. The following examples are not intended to be exhaustive list:
- Circumstances where the service in question is delivered to all residents or householders equally and which could therefore be considered to be funded from Council Tax;
 - Circumstances where the administration costs associated with making a charge could outweigh any potential income;
 - Circumstances where making a charge would be directly contrary to achieving one of the Council's Corporate Priorities;
 - Circumstances where charging would be counterproductive (i.e. it may result in a substantial reduction in use of the service); and
 - Circumstances where the Council incurs extra charges to enable people to have fair access to services.

8.0 ADMINISTRATION

8.1 The principles for administering charges are:

- The financial data used to set charges should be maintained on an ongoing basis and charges should be set with reference to the snapshot trading account for the relevant service area to evidence the current/proposed charging strategy;
- Documentation confirming Director of Service, Portfolio Holder and Head of Finance approval of in year changes to charges should be maintained.
- Charges should be simple to understand and administer;
- Charges should be well promoted so that customers can clearly understand the charging structure and methods of payment before they become liable to be paid;
- Where possible methods of payment should be flexible, convenient and take into account the needs of disadvantaged groups in the community (the easier it is to pay, the more likely it is that payment will be made);
- Wherever possible and practicable, payment should be made prior to the service being received or at the point of delivery; and
- The Council's preferred payment method is Direct Debit, BACS or direct payment through the Council's website followed by PayPoint and telephone payments.

9.0 HOW WILL THIS POLICY BE IMPLEMENTED?

- 9.1 All charges are subject to annual review as part of the Council's budget setting process. The review of existing charges and consideration given to the introduction of new charges will be undertaken having regard to the guidelines and Charging Strategies set out within this Policy.
- 9.2 The practicalities of undertaking the annual review of charges will be supported on an annual basis by Finance through the utilisation of snap-shot trading accounts that have been developed to assist budget holders in assessing current and future charging strategies.

Customer Groups for whom concessions should be considered

Customer Group	Service Category
Persons in receipt of an approved means tested benefit	Public Health related services e.g. Environmental Health – public health pests (rats and mice), housing standards Waste Services – bulky waste collection Leisure / Healthy lifestyle
Young people under 16 years of age	Leisure / Healthy lifestyle
Full time students	Leisure / Healthy lifestyle
Registered Carers	Leisure / Healthy lifestyle
Senior citizens over state pensionable age	Leisure / Healthy lifestyle
People with a disability	Car parking and public conveniences Leisure / Healthy lifestyle
Care Leavers	Leisure / Healthy lifestyle
Armed Forces Covenant	Leisure / Healthy lifestyle

An approved means tested benefit means the following benefits only:

- Carer's Allowance
- Council Tax
- Universal Credit
- Employment and Support Allowance (Income Based)
- Housing Benefit
- Income Support
- Jobseeker's allowance (Income based)
- Working Tax Credit

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**CORPORATE SCRUTINY COMMITTEE – 4 SEPTEMBER 2019**

Title of report	CORPORATE ASSET MANAGEMENT STRATEGY
Contacts	<p>Councillor Roger Bayliss 01530 411055 roger.bayliss@nwleicestershire.gov.uk</p> <p>Chief Executive 01530 454500 bev.smith@nwleicestershire.gov.uk</p> <p>Head of Housing and Property 01530 454780 chris.lambert@nwleicestershire.gov.uk</p>
Purpose of report	To offer Corporate Scrutiny Committee the opportunity to consider and comment upon the Corporate Asset Management Strategy prior to it being considered by Cabinet in November 2019.
Council Priorities	Value for Money, Homes and Communities.
Implications:	
Financial/Staff	Existing staff capacity will enable the core Strategy to be implemented, although additional resources may be required to manage significant projects. Funding for any property investments will be secured through reference to the relevant financial strategy.
Link to relevant CAT	N/A
Risk Management	Risks relating to the implementation of this strategy will be managed through the corporate risk management process.
Equalities Impact Screening	
Human Rights	N/A
Transformational Government	Supporting our Journey to Self Sufficiency through generating additional rental income. Managing our property assets in a more business like way to maximise returns on our investments.

Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Deputy Monitoring Officer	The report is satisfactory
Consultees	Corporate Leadership Team
Background papers	HRA Asset Management Strategy – Cabinet – March 2015
Recommendations	THE COMMITTEE IS INVITED TO MAKE COMMENTS ON THE CORPORATE ASSET MANAGEMENT STRATEGY, WHICH IS TO BE CONSIDERED BY CABINET IN NOVEMBER 2019.

1.0 BACKGROUND

- 1.1 The restructure of the Council's senior management arrangements in 2017 created the new Housing and Property team, consolidating all property related activities into one service area covering both Housing Revenue Account (HRA) and General Fund (GF) property assets.
- 1.2 Following the conclusion of a service review in 2018 it was determined that the Property Services function should be delivered as an in-house service, following the end of a long-standing shared service arrangement with Charnwood Borough Council. Whilst this review was being undertaken the service was delivered with the support of interim / agency staff, and following the commitment to in-house provision a new structure was established and has now been largely recruited to, with only the Team Manager post currently remaining vacant.
- 1.3 As a key part of the revised approach to managing corporate land and property assets an updated Corporate Asset Management Strategy has been produced and is attached as Appendix 1.

2.0 THE ROLE OF THE ASSET MANAGEMENT STRATEGY

- 2.1 The Strategy exists to provide a framework within which the Council will own and manage its land and property assets. It links closely to the following corporate documents
- HRA Asset Management Strategy – our approach to investment appraisal and performance management of land and property assets will be consistent between the General Fund and Housing Revenue Account strategies, whilst respecting the legal distinctions between the two forms of property holding.
 - Medium Term Financial Plan

- Treasury Management Strategy
- Council Delivery Plan

2.2 The Strategy provides both short term detailed priorities over an initial 1 to 5 year period and then long term projections. Further versions of the Strategy will be produced, as more detailed information becomes available regarding the detailed condition and investment needs of the portfolio of land and property portfolio.

3.0 STRATEGIC PRIORITIES AND KEY PROJECTS

3.1 In anticipation of future proposed changes to the local government funding system, we produced our Medium Term Financial Strategy in February 2018. It launched our Journey to Self-Sufficiency programme to promote self-sufficiency and the safeguarding of the council's financial position against future central government funding changes whilst also maximising the use of government grant and local income. In late 2018 we developed our Commercial Strategy where we set out our commercial approach, including how we will make the most of our assets and make sure that they work well for us

3.2 Effective and efficient asset management is a key element in the drive to maintain ongoing financial sustainability and self-sufficiency.

3.3 The council currently faces deficits projected in its Medium Term Financial Plan totalling £5.7m over the coming 5 year period to 2023/24 (with further deficits arising beyond the period), good asset management therefore represents one of the keys ways in which the council can maximise locally generated income and reduce costs.

3.4 The Corporate Asset Management Strategy considers the all performance of our asset base and how assets can be best used, or rationalised to maximise our revenue position. This will include managing assets differently, disposing of assets that do not provide value for money and acquiring new assets that will give us an ongoing revenue return. The Strategy identifies a number of key priority areas;-

- **Verify and then implement the outcome of the review of our Commercial assets undertaken by Savills.** The review made a number of recommendations regarding retention and disposal of some commercial assets that need to be compared with our commercial income aspirations, and then implemented. It is critically important that we actively disinvest from high maintenance cost and/or low rental income assets that are not delivering yields that reflect anticipated market rates. By doing this we will generate capital sums which can be reinvested in higher performing assets that will contribute more effectively to the budget challenges of the future as detailed in our Medium Term Financial Plan and Journey to Self Sufficiency project.
- **Establish an effective performance management regime** – to manage our performance regarding the non-HRA property portfolio.
- **Update our stock condition information** - and ensure we have adequate capacity and resources to deliver this in the Planned Preventative Maintenance programme (PPM).

- **Develop and agree an approach to investment acquisitions** – using a matrix approach to evaluate opportunities in a manner consistent with other investment appraisals the Council is conducting.
- **Disposals programme** – to sell or transfer assets that we have no business or community case to retain.
- **Explore new commercial opportunities** – identify income generation opportunities through the acquisition of new assets, develop the skills to evaluate them and develop services, skills and capacity to deliver.
- **Compliance** – ensuring that all of our duties as a landlord are effectively discharged, and that we sustain the highest standards of compliance with respect to all areas of regulation relating to our land and property portfolio and the associated services we provide. This includes responsibilities for asbestos records, water hygiene, fire safety, gas and electrical safety and lifts as well as general Health and Safety provisions.

3.5 The following key projects are currently the focus of the Property Services team:-

- **Leisure Centre** – support the construction of the new facility, and the decommissioning processes for the existing building, together with establishing and implementing future plans for the site.
- **Council Office Accommodation project** – refurbishment and upgrading of the Councils Office accommodation in Coalville to provide a modern, flexible and future proofed office environment for staff and members to deliver services and conduct civic business.
- **Moira Furnace** – continue to deliver the programme of physical improvements identified for this scheduled ancient monument, which the Council are the custodians of, and to work with the Furnace Trust to create a sustainable long-term plan for the future of the building itself and the wider site.
- **Memorial Clock Tower, Coalville** – “Phase 2” improvement scoping and subsequent planning regarding the wider square area.
- **Marlborough Square, Coalville** – provide support to the project carrying out improvements in this area, including the repurposing of the former Litten Tree building.

3.6 Corporate Scrutiny Committee is invited to consider the Corporate Asset Management Strategy attached as Appendix 1, and make any comments they wish to be considered by Cabinet in November.



**North West Leicestershire
District Council**

Housing and Property Services

**General Fund
Asset Management Strategy**

2019 - 2024

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1 Executive Summary

1.1 The General Fund Asset Management Strategy (AMS) is one of a number of key strategic documents that shape the work of the Council:

- **General Fund Asset Management Strategy** – The document provides a service and financial framework within which the Council conducts its activities relating to land and property assets. This excludes the Council’s housing stock, which is covered by a separate strategy to reflect the different funding and legal environment in which the provision of social housing is managed.
- **Medium Term Financial Plan** – provides details of the financial environment in which the Council conducts its business as a local authority, including details of revenue and capital budget availability and future pressures and opportunities.
- **Capital Strategy** – sets out how the council identifies, programmes and prioritises capital requirements and proposals arising from business plans, the Planned Preventative Maintenance (PPM) schedule and other related strategies.
- **Investment Strategy – Service and Commercial** – sets out how the Council will invest commercially.
- **Treasury Management Strategy** – articulates the councils approach to management of capital financing through prudential borrowing, and other sources of funding.
- **Council Delivery Plan** – articulates the priorities for the organisation over the next year, with projections to future years.
- **People Plan** – our key strategic workforce planning document which is critical to inform our future accommodation needs as an organisation.
- **Housing Revenue Account (HRA) Business Plan** - Provides the strategic financial and service planning framework for the Councils landlord role over the next 30 years. Contains a narrative section and a financial model section.
- **HRA Asset Management Strategy** - Provides a framework document for the maintenance and improvement of the Councils housing stock over the next 30 years. This includes disposal of poorly performing stock and acquisition of new stock to meet future needs.
- **Commercial Strategy** – Investments to generate additional income will need to be made with reference to our Commercial Strategy, with particular reference to the “Making the most of our assets” are and “marketing our services”,
- **Corporate Charging Policy** – Ensure alignment of all commercial activities with the requirements of this policy.

These core documents are supported by a range of other policies and strategies that focus on specific areas of activity the council undertakes. As land and property is a cross cutting issue, links to these other documents are critical to ensure that the priorities of the council are delivered in a timely and cost effective manner. All these core documents are interlinked, and will be updated periodically in response to changes in local/national policy, and market conditions. Typically, they plan in detail over a 1 to 5 year horizon, with forward projections provided over the longer term, up to 30 years.

1.2 Significant recent decisions relating to the council's approach to the management of land and property are detailed below;

- 2017 - Adoption in principle of the Corporate Landlord Model consolidating the management of all land and property assets within the property services team.
- 2017 - End of the shared service arrangement with Charnwood Borough Council for the provision of strategic and operational property services support. Service delivered by interim agency staff;
- 2018 - Review of delivery options for property service concludes that in house, in house delivery of this function is to be the way forward.
- 2018 – Corporate senior management restructure creates the new combined Housing and Property Department.
- 2018/19 - Implementation of the new structure concluded (with the exception of the Team Manager role, which we are actively seeking to recruit to).
- 2019 - Draft General Fund Asset Management Strategy produced.

1.3 The financial details contained within this AMS are based on the 2019/20 approved budget, with further work underway to produce accurate future funding needs assessment for the land and property portfolio going forwards. This will include the introduction of active asset management, to replace the passive environment of recent years. Through this approach there will be a rigorous review of the performance of commercial assets and an active disposal programme where appropriate. In addition, all other land and property assets will be reviewed over a period of time to determine the most appropriate and cost effective future approach for their management. The disposals programme will also be supported by an acquisitions programme, the scope and scale of which is to be determined.

1.4 The councils' land and property portfolio fall into four groups of assets -

Commercial Assets – land and property held to either generate revenue income or capital growth, or for strategic investment / regeneration purposes.

Operational Assets – property held to facilitate the delivery of services by the council, including offices, depots, leisure centres and other similar buildings.

Community and Heritage Assets – assets of benefit to the local community, including scheduled ancient monuments like Moira Furnace, war memorials, public open spaces, closed church yards, and street art in towns and villages across the district.

Other Assets – land and property often held for historic reasons, which has no operational value. Examples may include footpaths and unadopted roads, agricultural land, small incidental open spaces and amenity area.

In addition to these directly owned and managed assets, the Property Services team also manage our responsibilities with respect to Assets of Community Value legislation. Through this process, local communities can ask the Council to list buildings that are particularly important to them. If approved, the community has to be given 6 months to put together a bid to buy any land or building on the list if it becomes available for sale. There are specific criteria to be used when determining is an asset can be listed, and this assessment will be made in cooperation with the Community Services team, Once listed the owner of the building does not have to sell it to a community group, but must offer them an opportunity to buy it before it can be disposed of commercially.

1.5 This updated AMS represents a fundamental review of the previous strategy, and will require further review and updating as the actions in the action plan are completed in relation to assessing the condition and investment needs of our land and property portfolio. This information will lead to a review of the ownership arrangements for our portfolio with associated detailed investment and disposal plans to be developed.

Key future actions will include -

- Detailed reassessment of the **condition of the current portfolio**, with costed improvement plans;
- A reassessment of **future expenditure (capital and revenue) required** to maintain and improve the condition of the portfolio to be retained, building on the review of our core commercial portfolio carried out by Savills in early 2019;
- Further enhancement of the approach to **compliance**, ensuring that management arrangements are strengthened through improved management information and associated action planning to address issues identified in a structured and comprehensive manner;
- **A disposals programme** for surplus and poorly financially performing assets;
- Develop a programme of **acquisition of assets** to meet operational needs, and for investment purposes, with a view to increasing our commercial rental income to £1m per annum by 2024;
- Reassessment of the **accommodation needs for the organisation** over the short and longer term to ensure our offices are future proofed against new the working environment required as we deliver the People Plan;
- Introduction of **net present value assessments** when modelling financial performance of assets, using the Council's investment appraisal tool, to determine the current value of future income streams from investment properties;
- Relaunch of the **Corporate Landlord Model** approach to consolidating the management of our property portfolio within the Corporate Property Services team with associated restructuring of budget structures.

1.6 Key priority projects from the new AMS are:

- **Deliver Moira Furnace improvement works** to the structure and fabric of this scheduled ancient monument;
- **Coalville office accommodation** improvement project, including works to civic area and meeting rooms as well as office accommodation;
- **Commercial portfolio review implementation** including rent reviews, improvement programme and disposals;
- **Embracing the carbon reduction agenda** and ensuring all our buildings are as efficient as they can cost effectively be made, and developing and implementing a specific Action Plan to deliver this change;
- **Supporting regeneration activities** through the delivery of the land and property actions across the district, particularly relating to activities in Coalville, including the new Leisure Centre;
- **Increasing the performance of existing assets** by reducing vacancy periods and reletting empty units more promptly, as well as ensuring that rent payments are made promptly and action is taken if there is default. Also, developing and introducing sinking funds and ensuring rent levels reflect market levels.

1.7 There are a number of strategic risks that need to be considered and incorporated into the ongoing management and development of the AMS. These include:

Capacity – the right skills and capacity levels will be essential to deliver our ambitions to reshape our property services activities. Recruitment challenges at senior management level have already created issues and delays, and these are being managed and mitigated through the use of agency interim staff and a proactive approach to recruitment.

Funding – historic lack of investment in many of our property assets has created a backlog of repair and improvement works. The initial “catch up” period will require additional funding, which, if not available will undermine our ability to move to a more professional environment within the service, which balances short medium and long terms investment needs rather than being reactive.

Flexibility – emerging corporate challenges will always require a service to be agile to respond to these issues as they are identified. Effective management will be required to ensure that this does not detract from the delivery of the core service improvement agenda for the property services team.

Consistency – ensuring that the same principles and approaches are adopted across both this strategy and the HRA Asset Management Strategy. The latter has been in place since 2015 and many of its principles such as the emphasis on net present value assessments and selective acquiring and disposing of properties have been incorporated into this strategy. Management of housing and corporate assets is now integrated within the combined Housing and Property department which will promote a unified approach.

1.8 Key issues/decisions/choices arising from the AMS:

Appetite for commercial investment to generate income; acquisition of commercial property to generate revenue income streams which support business as usual activities for councils is an established model which many are already utilising. Such investments can be either inside or outside the local authority’s boundaries. Some of the key questions relating to developing this approach relate to the appetite for risk, investment location and the anticipated level of return. Some councils have restricted their geographical area of investment to their own district area or county. In a competitive market to acquire assets that are performing at the required levels this can lead to price inflation, if other investors are also active in the local market.

Acquisitions and investments need to be consistent with the Council’s annual Investment Strategy – Service and Commercial which was originally adopted in February 2019 and sets parameters around risk exposure, financial appraisals and how investments are funded.

Disposal decisions relating to poorly performing assets – whilst some assets may be producing yields which are below market expectations, this still represents a positive income stream to the Council. Before disposal, careful consideration needs to be given to the opportunities to reinvest any funds derived from a sale to achieve a higher yield, and the associated risks of the transition process. All assessments of the financial performance of assets will be made with reference to the Corporate criteria for these decisions to ensure we are making consistent decisions that reflect the processes and priorities described in the Commercial Strategy.

Balancing carbon reduction costs and ambitions – there are many environmentally responsible alterations that can be made to our portfolio using existing retrofit technologies. These vary in cost significantly, and our ambitions in this area will need to be carefully balanced against our available resources.

1.9 The consultative process for approving the AMS is as detailed below –

- Housing Senior Management Team 22 August 2019
- Corporate Leadership Team 14 August 2019
- Asset Management Group 29 August 2019

- Corporate Scrutiny Committee
- Cabinet

4 September 2019
12 November 2019

2. Overview

- 2.1 The property services activities of the council are moving through a period of significant change. Key to the success of this journey will be the adoption of a more commercial and professional culture within the service, with high professional standards, and proactive approach to the active asset management of our portfolio of land and property assets.
- 2.2 This Strategy provides the framework to govern the repair, maintenance and investment in our portfolio and describes how this challenge will be delivered in line with our corporate objectives. It also articulates our future plans to support the Council's Journey to Self Sufficiency programme, by generating additional revenue income from property investments and commercial activities, and sweating existing assets.
- 2.3 Central to this strategy is our developing commercial business model in partnership with the Finance Team, aimed to ensure that our investment decisions are always informed by a range of contributing factors that include:
- Rates of return from investment opportunities and existing assets;
 - Market conditions for letting any acquisitions;
 - Investment costs required to maintain the value of the assets;
 - External funding opportunities;
 - Maximising the effect of our investment on the local economy;
 - Reducing carbon emissions.
- 2.4 As well as investing in our existing properties we anticipate that in the next five years and beyond we will also be undertaking significant activity in terms of:
- Disposal of existing stock which is not performing at a satisfactory level, or requires extensive investment, making it not financially viable;
 - Reviewing our asset register to determine land and property which we should no longer hold, and making appropriate arrangements to dispose of it to different management arrangements where necessary;
 - Supporting the regeneration of the wider environment in which our land and property is located to enhance its value;
 - Building and/or acquiring new property for commercial returns working closely with our new Local Housing/Trading Company.
- 2.5 Through our Asset Management Strategy and supporting activity we also aim to invest significantly in the local economy in respect of employment, skills and training and we will specifically contribute to the following Council priorities, as detailed in the Council Delivery Plan:

Supporting Coalville to be a more vibrant and family-friendly town

- Supporting the delivery of the Coalville regeneration framework.
- Working closely with services on key projects like the new Leisure centre, Marlborough Square refurbishment, Market relocation, Phase 2 of Memorial Square improvements.
- Working with the Belvoir Centre to increase sustainability.

Our communities are safe, healthy and connected

- Actively support the digital by default agenda for the provision of FM services.

- Involvement in the new leisure centre provision.
- Facilitate the accommodation elements of the improvement of the CCTV system.

Local people live in high quality, affordable homes

- Consider the business case for developing market rental schemes, and purchasing of properties for private rental.

Support for businesses and helping people into local jobs

- Provide a range of business accommodation options to new start up and growing businesses.
- Use local contractors for repair and improvement works, retaining spend within the local community.
- Explore the opportunity for more repair work to be completed using the in-house team, allowing for additional employment options and training apprenticeship opportunities.
- Develop and offer a Facilities Management (FM) support service to local community groups and businesses working on capital projects, and support for compliance activities.

Developing a clean and green district

- Lead by example in reducing the carbon footprint of our land and property portfolio.
- Support the installation of vehicle charging points in car parks if the conclusion of the pilot scheme supports this approach.
- Installation of LED lighting in Council buildings using Salix grant loan funding if appropriate.

Additionally the AMS is supportive of the Value For Money thread that runs through the CDP:

Value for money

- Managing budgets carefully and sensibly.
- Providing excellent value for money services.
- Investing in key schemes and infrastructure that make a real difference to communities.
- Balancing the books and planning for the future.
- Identifying and developing commercial income opportunities, particularly through providing a Facilities Management services to the voluntary sector and Parish Councils.

3 Introduction

3.1 Within the General Fund land and property portfolio North West Leicestershire District Council owns 276 land and property assets (as at 1 June 2019). The key individual asset records are detailed in Appendix A, and vary from bus shelters and notice boards, through to commercial properties of significant value.

The AMS sets out how we will achieve our strategic aims to ensure that we invest wisely in this portfolio, having regard to investment needs and operational requirements of services, and future regeneration and development opportunities within the District. It is imperative that we maximise the use of all available funding streams, and take advantage of the opportunities to generate additional income to support the General Fund.

3.2 The key objectives arising from this Strategy are:

- To maintain our property portfolio in a way that protects and enhances value.
- To embrace the carbon reduction agenda, and work towards becoming an exemplar of what can be achieved through retrofit and refurbishment of commercial buildings.
- To optimise the balance between planned and responsive revenue expenditure, and ensure that repairs and maintenance activity is planned to maximise the use of resources;
- To deliver value for money and efficiency savings, where possible;
- To achieve continuous improvement in property related services through effective performance management;
- To promote Equality and Diversity through our investment plans;
- To support the Council's regeneration programmes.

3.3 This Strategy is a key document which supports the Council's future financial plans, and forms part of the Corporate Journey to Self Sufficiency (J2SS) programme which is leading the Council's approach to meeting the financial challenges of reducing central government grant funding, and an increasing reliance on other sources of income.

3.4 Our approach to the management of our property assets will change and develop over the next five years. Traditionally, asset management at North West Leicestershire has been predominantly reactive, with limited medium and long terms planning for funding requirements.

3.5 The future focus of our approach to managing our land and property assets is to move away from this approach and to determine our investment priorities to deliver more than just a rolling building component replacement on failure programme. It will also feature active asset management in a more transparent way, with an active acquisition and disposal programme to be developed.

3.6 This approach will be based on not just the technical investment need of our properties but also the outcomes of our investment for the commercial sector and the wider community in the District as a whole.

3.7 The four stages of our planning and investment model are briefly outlined below:

Diagnose

- Robust and up to date stock condition data;
- Market demand analysis;
- Net Present Value calculations and financial analysis using Corporate Investment

- Appraisal toolkit;
- Research and intelligence;
- Corporate strategies alignment.

Plan

- Consultation with any interested parties;
- Assess funding opportunities;
- Map delivery options;
- Procurement options assessment;
- Evaluated new technology solutions.

Invest (dis-invest)

- Deliver programmes.(investment/ acquisitions/ disposals)

Learn

- Impact evaluation;
- Financial performance evaluation;
- Review report and learning sharing.

3.8 Our investment priorities will however, initially focus on seven key areas as highlighted below:

- Legislative and Health and Safety Compliance;
- Carbon Footprint reduction / energy efficiency;
- Enhancing the value of existing assets through structured investment;
- Disposal of financially poorly performing assets;
- Acquisition of positively performing assets;
- Support for regeneration activities through land and property transactions;
- Strategic acquisition for development or redevelopment purposes

4. **Customers**

- 4.1 The core customers of the property services team are; -
- Commercial tenants;
 - Lease/license holders;
 - Other services within the council through the Corporate Landlord Model;
 - Members of the public who have enquiries about land ownership/purchases.
- 4.2 Treating all our customers with respect and offering a quality consistent service, which reflects any equalities issues we need to consider, are core values of the service.
- 4.3 Feedback from all our customers is an essential tool in reshaping and refining the service to learn for things that go well, and things that could have been better. Using feedback from any complaints to review how we deliver services allows us to continually improve. In addition, we will celebrate the success of receiving compliments by sharing these across the service.
- 4.4 Formal consultation with tenants about changes affecting their tenancies will be undertaken in an open and honest way, with comments and questions encouraged. This may be in writing or through meetings (either group or one to one) depending on the issue under consideration. When appropriate surveys may also be used to seek views about service standard changes or other changes to the management arrangements for tenancies.
- 4.5 Tenants will always be notified of improvement and repair work in advance with as much notice as possible to minimise disruption to their use of the buildings.
- 4.6 The proposed introduction of dedicated “sinking funds” for each building will represent a change of approach, which will require specific consultation with affected tenants.
- 4.7 As our commercial portfolio grows, it may be appropriate to consider having a commercial tenants’ consultation group.

5. Partnership Working

5.1 We work with a number of other partners and organisations to deliver a wider positive impact on communities from our property services activities. Local external stakeholders include, but are not restricted to, the following organisations:

- Parish Councils;
- Leicestershire County Council;
- Police;
- Fire Service;
- Voluntary Groups and Agencies;
- Housing Associations and Charitable 3rd Sector Groups;
- Local Primary Care Trust / Clinical Commissioning Group;
- Citizens Advice Bureau
- One Public Estate
- Leicestershire Property Services Forum

5.2 When working with partner organisations we will always seek to identify joint working opportunities that have mutually beneficial outcomes. These may be either financial or service focused, and all projects will be assessed through a robust business case appraisal prior to committing any significant resources.

6 Our Land and Property Assets

- 6.1 North West Leicestershire is a predominantly rural district with an area covering 27,900 hectares (108 square miles) and council housing is available in each of the main towns and outlying villages. Ashby de la Zouch, Castle Donington and Coalville are the three main conurbations, with similar property type throughout.
- 6.2 The district shares borders with Hinckley and Bosworth, Charnwood, Rushcliffe, Erewash, South Derbyshire, Lichfield and North Warwickshire District Councils. It has grown rapidly in recent years and now comprises of over 37,000 homes of which we own and manage 4,402. The population of the district was 93,500 as at the 2011 Census, a growth of about 9,000 from the 2001 Census.
- 6.3 According to the 2011 Census the largest population was in Coalville (36,801 people) followed by Ashby de la Zouch (12,385), Castle Donington (6,350), Ibstock (5,961), Measham (5,200) and Kegworth (3,541).
- 6.4 The district is the 200th most deprived local authority in England (out of 354) but is the most deprived in Leicestershire (excluding Leicester City) with pockets of deprivation concentrated in Coalville, Greenhill, Ibstock, and Measham.
- 6.5 Traditionally mining and extraction was the key employment sector in the area, prior to the closure of the majority of the pits in the 1980s and 1990s. This has been replaced by a more varied workforce including a rapidly developing logistics sector taking advantage of the districts excellent communications network with the M1 and the A42 in the district as well as East Midlands Airport. The A50 provides a link from the north of the District to Stoke on Trent and the north west of England, and in the south east to Leicester, whilst the newly dualled A453 provides a direct link to Nottingham. There are however, currently no passenger rail services in the district, and bus service provision is variable. Travel to work is dominated by the use of the car.
- 6.6 There are high concentrations of working age people in Coalville and Castle Donington, whilst older people are concentrated in the Measham/Appleby Magna area and younger people in Ashby de la Zouch and Ellistown.
- 6.7 The development of the National Forest in the district has served to not only enhance the environment for local people but to bring in tourist revenue and an enhanced reputation for the district.
- 6.8 Key assets (with smaller assets filtered out) in the councils land and property portfolio are detailed in Appendix 1. They consist of;

Commercial properties – we own and operate 12 commercial properties (excludes Housing Revenue Account shops which are covered by the HRA AMS).

- Whitwick Business Centre
- The Courtyard, Stenson Road Whitwick
- Market Street Coalville
- Unit 1 and 2 Forest Court, Linden Way Coalville
- Stenson House, Whitwick Road Coalville
- Ashby Town Hall, Ashby de la Zouch
- Tanyard House, High Street Measham
- Marquis Court, Moira
- Mease House, Measham
- Moira Workshops, Moira
- 17 Ashby Road, Moira (Moira Replan)

All of these assets have recently been subject to external review by Savills as part of a piece of work that concluded in February 2019. The outcome from this work is explained in more detail later in this strategy.

- **Car parks** – located throughout the district with some income generating and others free to use.
- **Cemeteries and closed church yards** – active cemeteries in Coalville, Whitwick and Hugglescote, and closed church yards in various locations which we are responsible for the ongoing management and maintenance of.
- **Offices, depots and leisure centres** – including the Councils main offices and depot at Linden Way in Coalville, as well as leisure centre's in Ashby and Whitwick.
- **Heritage assets** – memorial clock tower and various pieces of street art in Coalville, and Ashby as well as Moira furnace (a scheduled ancient monument).
- **Other assets** – including public toilets, pumping stations, a residential caravan site at Appleby Magna, numerous bus shelters, public seating areas, notice boards, play areas and incidental land on estates.

The portfolio has been assembled through historic acquisitions and transfers from predecessor bodies, to be consolidated with the current District Council.

- 6.9 There are also 7 commercial properties held by the Housing Revenue Account which are managed by the property services team on behalf of the HRA. These are five shop units at Blackfordby Lane, Moira; a post office/shop unit in Worthington, and shop unit on Cropston Drive, Greenhill. Income from these properties is credited to the HRA, and the GF receives a management fee from rental income.
- 6.10 The HRA also holds a considerable number of land assets, which were acquired under Housing Act powers, and are therefore held by the Council under these powers. These holdings can be transferred to the GF if required by a decision of full council. Often these areas are pieces of land on housing estates, or sites adjacent to existing council housing developments, held for potentially phased additional building. If the development of council housing on such sites is not appropriate, transferring the asset to the general fund for alternative uses may represent greater value for money to the Council as a whole. There are also a number of garage and parking sites on council estates across the district, held by the HRA. The HRA asset management strategy 2015-2020 details our approach to the management of these assets.
- 6.11 The GF land and property portfolio contains 276 dedicated asset records, not including incidental land holdings. Ownership of all of these assets has now been recorded with the Land Registry, following a review completed in recent years.
- 6.12 The property service do not have a dedicated ICT system to retain information related to the condition of assets, with spreadsheets forming the key system for recording data. Financial information is held by the Finance team, who undertake invoicing for rent payments and recording of payments. Any defaults are reported to the property services team who then take corrective action. As part of the further raising of professional standards within the service the need for a comprehensive ICT system is to be evaluated. Given the small size of the property portfolio this may not be required, and systems such as EPIMS may provide a cost effective solution.
- 6.13 Over a period of time, our approach to investment in our property assets has been largely reactive and therefore some assets are now in need of modernisation and catch-up

repairs. Further condition survey work is underway to assess the scope and cost of this work as part of a reappraisal of the full portfolio.

- 6.14 Where assets are delivering an income for the Council the rental or fee charged should be consistent with the Council's Fees and Charges Policy. As part of the work being undertaken through the Commercial Strategy, this policy is due to be updated and the outcomes will need to be implemented as part of our asset management strategy.

7 Our Budgetary Provision and Investment Need

- 7.1 Day to day maintenance of assets is funded from dedicated asset specific repairs budgets or the Asset Protection Fund (APF). This fund was formed by consolidating the individual budgeted amounts held against each asset. It is currently replenished annually by a payment of £65k per annum, with any positive balance at the end of the financial year rolled forward into the subsequent year through the earmarked reserves budgeting process.
- 7.2 Revenue repairs funding is available from the 5% repairs service charge levied on all commercial tenants. This funding for repairs within the Whitwick Business Centre is consolidated and utilised to pay for day to day repairs and other minor improvement works.
- 7.3 The capital programme for property investment has historically been established annually, and funded from prudential borrowing, with a longer term view now required to ensure investments are prudent, and this approach will be adopted from 2020/21 looking over a 5 year planning horizon.
- 7.4 For revenue the level of expenditure required has been assessed on an annual basis, utilising any known condition issues and historic patterns of expenditure. Moving forwards this approach will be refined to look over a longer period of time as with capital.
- 7.5 The introduction of an initial Planned Preventative Maintenance (PPM) programme in 2018/19 established the base principles for a more structured approach to funding our property maintenance activities. The PPM is driven by stock condition information, which is currently being updated to allow the programme to be refined.
- 7.6 The establishment of individual property sinking funds to build up a provision for future capital replacement expenditure is also under evaluation. Whilst this will provide a much clearer association between properties and their true costs, it will also reduce revenue income as a proportion of rental income is top sliced into a holding account against each asset.
- 7.7 The 2019/20 capital programme for property related projects is £13.7m, of which £10.2m refers to the Leisure Centre replacement and refurbishment projects in Coalville and Ashby. Forward projections for capital expenditure needs currently indicate a funding need of £9.8m for 2020/21 and £4.9m in 2021/22, with most of this funding being for leisure center building and modernisation activities. This further illustrates the short term nature of historic funding decisions and planning for the majority of the land and property portfolio.
- 7.8 Savills were commissioned in 2018 to review our core commercial portfolio and their report dated February 2019 concluded that the 12 core properties in the commercial portfolio currently generate a budgeted income of £581,000 for 2019/20 from 124,218 sq ft of floorspace. These properties have a combined market value of £7,373,500, and produce net yields in a range of between 5% and 10% for those let on commercial terms, with a portfolio average of 7.88%. The best performing asset is Mease House in Measham (10%), and the lowest performing is Ashby Town Hall (5%). An overview of the findings of the report are included as Appendix 3.
- 7.9 The report made a number of recommendations regarding the future of each of the 12 properties, and we need to consider them and determine our future approach in each case. This forms a key action for the next stage of our strategic approach to property management.

8 Future Investment

- 8.1 Key decisions are required regarding our existing commercial portfolio following the Savills review. Implementation of the recommendations for disposal will generate a significant capital sum for reinvestment, but will also reduce the portfolios income with an associated negative impact on the approved revenue budget.
- 8.2 Subsequent reinvestment of income derived from sales will mitigate any short-term revenue income reductions, subject to us being able to identify and secure alternative investment opportunities which produce a higher rate of return than we are currently achieving, and meet the aims of the Council's Investment Strategy – Service and Commercial.
- 8.3 Whilst the commercial portfolio generates the most income, there are many other assets which also require review and a recommendation for the future developing. Often disposal will be the outcome of these reviews, but in many cases the market will be weak, or non-existent. In the circumstances, the council will have to continue to own and manage the assets until an alternative arrangement can be identified, even if the decision to dispose has been concluded
- 8.4 Acquiring new investment properties that deliver the required rates or return will require support from external property professionals regarding values and performance assessments, The ambitions of the council regarding anticipated rate of return and geographic location will also need to be established, as limiting the area of investment will inevitably reduce the market for available properties.
- 8.5 As part of developing the approach to investment decisions, the scale of funding available will be critical to understand the type of investments we are in the market for. Through prudential borrowing we can currently access PWLB loans at very competitive rates, making this source of funding attractive to the right property acquisitions, offering strong rental income streams from low risk tenants. It is important to note that early repayment of any loans is likely to incur penalties, which will need to be considered if any disposals are to be considered to release funding for other investments.
- 8.6 Property investments are typically made for a longer term return, as asset disposals can be a costly and time consuming exercise, and is subject to market changes,

9 General Investment Priorities

9.1 Our first priority is to ensure that our properties are safe, by ensuring that they meet all health and safety requirements as defined by law. These include:

- Annual gas and solid fuel servicing when not the tenant responsibility;
- Asbestos identification and if required, removal works;
- Fire risk assessments and fire safety works;
- Electrical testing;
- Water hygiene;
- Lift replacement and maintenance works;
- Door entry replacement and maintenance works.

9.2 In all of these areas we will ensure that for each asset within our portfolio we will:

- comprehensively discharge our duties as a landlord and have a regular monitoring regime in place to ensure compliance
- follow up on the compliance responsibilities of tenants to ensure they are complying fully with their responsibilities. This will be checked through our Estate Management service, with periodic documented landlord checks being undertaken to verify compliance responsibilities are in place, and corrective action being taken in the case of any breaches of responsibility identified.

10 Carbon Emission Reduction

10.1 We are committed to becoming an exemplar for retrofit green technology in commercial buildings. This will involve the installation of new technologies that reduce energy consumption and future proofing any works undertaken to take advantage of emerging technologies.

This may include;

- Solar PV
- Solar Thermal
- Grey water recycling
- Wind turbine power
- Mine water heat transfer
- Insulation
- LED lighting
- Ground source/air source heat pumps
- Vehicle charging points in car parks
- Sustainably sourced materials.

10.2 Our progress will be monitored through review of the energy performance of our buildings.

10.3 The outcomes of this approach will be that:

- Our buildings are better places to visit and work in
- Running costs will be reduced by use of less gas, water and electricity
- Accessing grant funding will ensure we mitigate any additional costs
- Other commercial property owners and building owners will have a living local example of what can be achieved.
- Renewable technology is used where practicable to supply low cost energy
- Improving the energy efficiency is incorporated into our day to day business
- Our buildings are more attractive to tenants because of their low running costs.

10.4 The key energy efficiency investment priorities are shown below:

- Replace gas boilers at their end of life with alternative technologies (heat pump etc.)
- Establish a minimum thermal performance standard for the stock and monitor performance against it.
- Following a thermal efficiency survey of our commercial properties to be retained, commission a retrofit programme to increase insulation to the highest practical standard.
- Evaluate the opportunities for a solar PV programme across the commercial and operational portfolio.

10.5 Taking risk with piloting new technologies will also form part of our approach. To lead in this area we will have to be ready to try emerging technologies and share our learning.

11 Active Asset Management - Acquisitions and Disposal

11.1 Decisions to acquire land and property will be made within the framework of the Acquisitions Policy of the Council, approved by Cabinet in February 2015. Unless there are exceptional circumstances, the Council will only acquire land or property for one or more of the following reasons:

- its contribution towards the provision of the Council's services and/or delivery of corporate aims
- for economic development purposes
- to provide affordable housing
- revenue income generation
- strategic acquisition for regeneration, development or redevelopment purposes
- to improve performance of any investment portfolio.

11.2 Criteria against which any decisions will be made in respect of an acquisition will include, where appropriate:

- price
- condition of property / land
- planning policy
- development constraints
- availability (in terms of timing)
- nature of tenure being offered (freehold or leasehold)
- occupational tenancies/vacant possession
- locational advantages (where a strategic acquisition is under consideration)
- return on investment (where a revenue generating asset is being considered)
- Restrictive covenants/easements etc
- Costs in-use for premises for Operational purposes
- Cost to build, adapt or improve any premises and other costs relevant to the purpose
- Meeting the Council's strategic priorities as outlined in the Local Plan, HRA Business Plan, Asset Management Strategy and/or other Strategies
- Conditions around the spending of any commuted sums (in lieu of a s106 agreement) for acquisitions.

11.3 When a suitable property or site has been identified, a financial/feasibility appraisal will be carried out to establish the financial/budgetary implications of acquiring the asset at the quoted asking price. This will take into account the following matters, where appropriate:

- the capital cost of acquisition and relevant expenditure
- the opportunity cost of acquisition
- any revenue, or potential revenue, generated from the asset, both short and long term
- availability of external funding sources
- internal resourcing required
- development procurement options including joint ventures
- risk assessment
- the cost, in asset management terms, of owning the property or site, including:
 - immediate maintenance/refurbishment requirements
 - demolition costs, if appropriate
 - adaptation requirements
 - ongoing maintenance/life cycle costs
 - national non-domestic rates including empty rates liability
 - insurance
 - Council Tax

- the overall effect of the expenditure on the Council's budgetary position.

11.4 Unless there are exceptional circumstances, the Council will only dispose of land or property to increase capital receipts to support the delivery of the Asset Management Strategy, if the disposal will benefit one or more of the following:

- The overall investment in the Council's existing assets
- Strategic regeneration, development or redevelopment ;
- Investment in new build and/or acquisitions of good quality commercial property;
- Improved provision of Council services and/or delivery of corporate aims;
- Corporate economic development purposes;
- Revenue or capital income generation;
- To improve performance of any investment portfolio.

11.5 Criteria against which any decisions are made in respect of a disposal will include, where appropriate:

- The condition of the property, associated land and other related asset and the costs of refurbishment and/or maintenance required over a five year period to achieve and maintain the required quality standard;
- The supply of such property within the asset portfolio and the current and future demand for such property from existing and potential customers within the local community;
- Any management, Council or associated community issues that impact upon the decision to retain or dispose of the asset;
- Potential for a Community Asset Transfer which would involves transferring the ownership and/or management of land or buildings from the Council to a community organisation, at less than its full market value, in order to further local social, economic and/or environmental objectives;
- Planning policy;
- Development constraints;
- Availability (in terms of timing);
- Locational advantages (where a strategic disposal is under consideration)
- The financial return on disposal (where a revenue generating asset is being considered);
- Restrictive covenants/easements etc;
- Meeting the Council's strategic priorities as outlined in the Local Plan, Asset Management Strategy and/or other Strategies;
- Conditions around the spending of any income generated from disposal.

11.6 Where a number of potentially suitable properties and/or assets exist for disposal, robust comparisons will be made to establish an appropriate means for disposal prioritisation based on the current marketplace and any other associated factors.

11.7 An updated disposals policy will be developed and approved, which reflects the Acquisitions Policy by covering both HRA and GF assets as well as non-operational assets.

12 Data Management and Planning

12.1 Accurate data together with the software and hardware to collate, store, manipulate and analyse it will be the foundation of our asset management decisions. Some investment need is anticipated to support this key requirement in the form of software and hardware developments together with human resources to establish the data sets ready for future use.

12.2 Key data areas that will require refinement as part of this strategies delivery include;

- Holding and updating core asset register information
- Stock condition information including update provision following repairs/cyclical works and improvement expenditure
- Programme profiling and forecasting tools to allow effective financial planning
- Investment appraisal tools to inform strategic retention/disposal decisions
- Provision of information to meet Government return requirements.

13 Facilities Management (FM) Services

13.1 Management of our buildings falls into two categories - hard FM and soft FM.

Hard FM – is the maintenance of the bricks and mortar and associated infrastructure of the buildings in our portfolio.

Soft FM – is the provision of services that support the smooth running of the buildings, such as caretaking, reception and security.

13.2 Responsive repairs are currently outsourced to a local contractor through a contract procured jointly with Charnwood Borough Council. Performance is good and tenants are generally satisfied, but cost control has been an issue. For the future we will be actively seeking to use our in house resources to deliver this service going forwards.

13.3 Cyclical and planned maintenance offers opportunity to consolidate works into shared contracts with HRA property assets. This includes areas such as Legionella Testing, Lift Maintenance, and other compliance responsibilities, as well as areas like painting and window replacement contracts. In addition, support contracts for the provision of scaffold services and drain clearance can also be shared. As existing contracts come to an end these opportunities will be evaluated and built into our plans where appropriate.

13.4 A range of potential commercial opportunities exist through our capacity and skills in these areas. Providing support services to the third sector and other public sector organisations will form phase 1 of our commercial opportunity evaluation in this area, before moving on to our ambition of bidding for and securing work in the commercial sector.

14 Value for Money

14.1 Our Journey to Self Sufficiency Programme requires the property and assets portfolio to contribute to the council's income targets.

14.2 It is imperative that any investment in the land and property portfolio delivers sustainable income streams, and we consider any regeneration and development opportunities as they arise.

14.3 Delivery of efficiencies is essential, but this must consider quality and service delivery to our tenants. We will demonstrate value for money by:

- Reducing inputs (money, people and assets) for the same outputs;
- Reducing prices (procurement, labour costs) for the same outputs;
- Providing greater outputs on improved quality (extra service, productivity) for the same inputs;
- Attaining proportionally more outputs or improved quality in return for an increase in resources.

14.4 We will ensure that:

- Our costs compare favourably to others providing similar services through robust benchmarking with a range of benchmarking groups
- We make use of our In-house Repairs Team (formerly the housing DLO) and parks service for maintenance activities.
- An effective Procurement Strategy is in place and we reduce commissioning and procurement costs.
- The Council's Corporate Charging Policy is applied to income earning assets.

15 Procurement

15.1 Through our procurement activity we also aim to invest significantly in the local economy in respect of employment, skills and training.

Our key procurement objectives are:

- To improve the level of procurement skills, and raise the profile of procurement corporately
- To improve the control of expenditure;
- To mitigate business risk through the use of modern and appropriate procurement methods for supplies, works and services;
- To reduce administrative waste in the procurement process by ensuring continuity of approach and that internal resources are fit for purpose;
- To align procurement with the needs of our customers and our business aims;
- To deliver Value for Money via efficient, effective and transparent procedures.

15.2 Through our procurement activities we will:

- Achieve VFM and efficiency savings, delivering cashable gains through excellent procurement;
- Utilise modern procurement methods and partnerships to achieve demonstrable value for money and deliver outcomes that meet the needs of users and/or the community, including the promotion of social value;
- Disseminate best practice procurement techniques and act as a catalyst for change;

- Acknowledge risk and identify options in order to procure in the most appropriate and cost effective way for the works, goods or services being procured;
- Proactively involve service users and tenants at all stages of the procurement and service design / delivery process, so that they are fully informed and able to effectively influence service standards;
- Ensure that our contractors and consultants are committed to equality and diversity within their own service provision;
- Utilise effective “open-book cost management”, where appropriate, that is linked to service improvement and the generation of savings, which provides suitable incentives for partner contractors whilst maintaining appropriate controls and protections for the Council;
- Promote and extend the use of e-procurement methods (including the use of e-tendering techniques) where practical.

15.3 Our approach will support the delivery of annual efficiency gains, and in particular:

- Business process improvements and collaboration initiatives between public sector organisations, including an increased use of technology;
- Smarter procurement and enhancing competition;
- Better asset management;
- Increasing the productivity of front-line services, the effectiveness of support services and the efficiency of all transactional services.

15.4 There are a number of bodies promoting various forms of combined purchasing activity. We will review arrangements available from organisations like Procurement for Housing (PfH), Efficiency East Midlands (EEM) and the Eastern Shires Purchasing Organisation (ESPO) and will use consortia where it is identified as appropriate.

15.5 As we conclude our review of assets on a rolling basis there will be decisions to implement to invest in or dispose of our holdings. Facilitating the work required offers an opportunity to consider delivery options, which will include the option to insource work for completion by our directly employed workforce. This will include both grounds maintenance and repair/improvement expenditure.

16 Staffing and Resources

- 16.1 Following the decision to retain the property services function as a service delivered in house, the development of a staffing structure was incorporated into the senior management restructure proposals for the Housing and Property Department. This resulted in the creation of an assets and property team to focus on the delivery of property management; capital/revenue planned and cyclical programmes, as well as having dedicated resources to focus on a combined compliance role for both the GF and HRA assets with associated responsibilities.
- 16.2 The resulting structure chart is attached as Appendix 4.

17 Performance Management Framework

17.1. Internal Monitoring

Service performance is monitored internally within the corporate performance management framework and at four levels within the organisation against agreed Performance Indicators and key actions, in addition to the key projects oversight process.

- Housing and Property Portfolio Holder, Cabinet, Corporate Scrutiny Committee, and Elected Members;
- Corporate Leadership Team;
- Housing and Property Senior Management Team;
- Team Manager, Team Leaders and Supervisors.

A key document in this process is the Team Plan, which is updated annually, and contains a range of performance data, including KPIs and Key Actions. Data from this plan is transferred into our Corporate performance management system InPhase, through which monthly and quarterly updates are recorded and progress to deliver targets and actions is monitored.

17.2. External Monitoring

External monitoring is an independent and key part of our performance regime and will be undertaken primarily through:

- Benchmarking with neighboring Councils
- Use of the CIPFA SAN network
- External 3rd party performance review
- Service specific customer satisfaction surveys
- Complaints.

17.3 The Strategy will be supported by a Communications Plan that will be delivered in line with the Corporate Communications Strategy. The Communications Plan will tailor positive communication messages about the Strategy using the most appropriate media – including media releases, website, information leaflets, posters and supporting one to one meetings.

17.4 Key Performance Indicators (KPIs) demonstrating how we will measure the successful delivery of this Strategy are included as Appendix 6 and will be further developed to include those in the table below:

- Commercial property income vs target
- Commercial property occupancy rate
- Rent arrears
- Rent loss due to vacancies
- Time taken to relet units
- % statutory compliance inspections or risk assessments in place
- Completion of actions from risk assessments (prioritised)
- Customer satisfaction with the Council as a landlord
- The percentage of tenants satisfied with their most recent responsive repair;
- The average Energy Efficiency rating of properties;

List of Assets - The list is still being finalised and will be added prior to Cabinet.

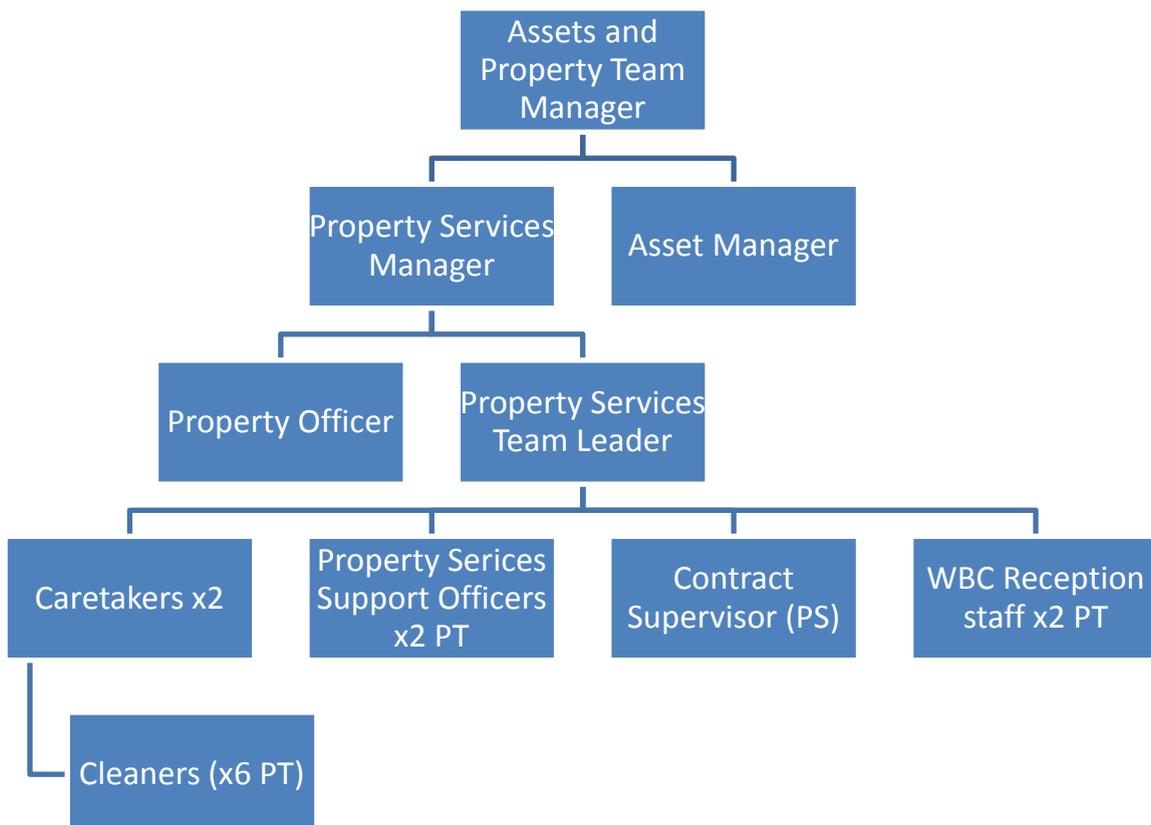
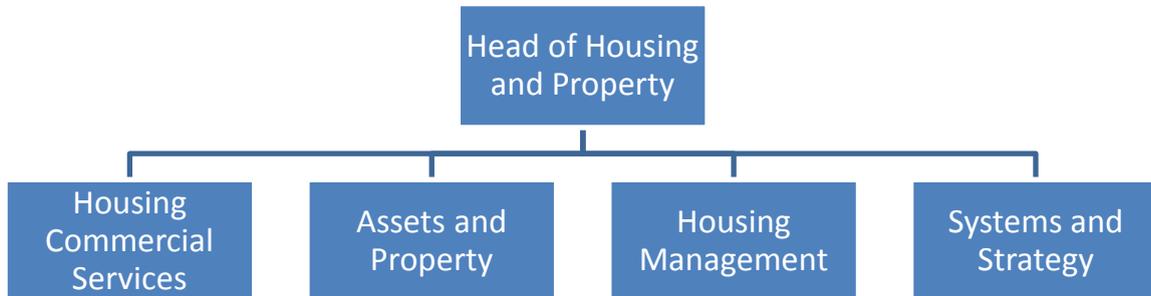
General Fund Capital Programme Budget

DRAFT GENERAL FUND CAPITAL PROGRAMME 2019/20 to 2021/22			
SCHEME	2019/20	2020/21	2021/22
		Indicative	Indicative
	£	£	£
GM Depot Coalville Park - Concreting Grounds	40,000	0	0
Leisure Project - Hood Park Leisure Centre Ashby	1,199,000	0	0
Leisure Project - New Leisure Centre Coalville	8,996,000	9,278,000	4,898,000
Linden Way Depot - Welfare Facilities	96,000	0	0
Moirra Furnace - Masonry & Drainage	210,000	0	0
Moirra Furnace - Upgrades to furnace and Bridge & further remedial works	85,000	0	0
Council Office - Replacement fire alarm & Cotag system	108,000	0	0
Council Offices - Replace obsolete parts to consumer units following M&E survey	75,000	0	0
Council Offices - Replacement LED Lighting throughout (Stenson House & Main Building)	35,000	0	0
Council Offices - Insulate roof space to building	30,000	0	0
Council Offices - Install solar power	0	40,000	0
Council Office - Main Building Lift works	130,000	0	0
Council Offices - Main Building - Upgrade of all walkways, double glazing and insulated panels	250,000	0	0
Council Offices - Main Building - Replacement windows generally	0	250,000	0
Council Offices - (Stenson House) Replacement windows Lightwells and External works	35,450	0	0
Council Offices - (Stenson House) External works to roadway outside registry office	50,000	0	0
Whitwick Business Centre - Replace Lighting with LED	12,000	0	0
Whitwick Business Centre - Installation of Solar Power	0	40,000	0
Marlborough Square	1,646,605	0	0
New Market Provision	600,000	0	0
Salt Bay Cover -	20,000	0	0
Appleby Magna Caravan Site - redevelopment	175,000	175,000	0
TOTAL GENERAL FUND	13,793,055	9,783,000	4,898,000

Savills Review of Commercial Portfolio – Market Value, including Yield Analysis

Address	Valuation	Yield (NIY)	Value per sq ft
Whitwick Business Centre, Stenson Road, Coalville, Leicestershire, LE67 4JP	£1,803,000	8.50%	£113.56
The Courtyard, Stenson Road, Coalville, Leicestershire, LE67 4JP	£2,176,000	8.25%	£73.10
Market Street, Coalville, Leicestershire, LE67 3DX	£567,000	8.25%	£82.17
Unit 1 & 2, Forest Court, Linden Way, Coalville, LE67 3JY	£292,000	8.00%	£73.00
Stenson House, London Road, Coalville, LE67 3FN	N/A	N/A	N/A
Ashby Town Hall, 74 Market Street, Ashby De La Zouch, Leicestershire, LE65 1AN	£173,000	5.00%	N/A
Town Hall Mews, South Street, Ashby De La Zouch, Leicestershire, LE65 1BQ	£178,000	8.00%	£124.91
Tanyard House, 37 High Street, Meacham Swadlincote, DE12 7HR	£217,000	9.00%	£73.88
Marquis Court, Marquis Drive, Moira, Swadlincote, DE12 6EJ	£1,240,000	7.50%	£49.23
Mease House, 78 High Street, Measham, Swadlincote, DE12 7HZ	£188,000	10.00%	£64.01
Moira Workshops, Furnace Lane, Moira, Swadlincote, DE12 6AT	£302,000	9.00%	£56.80
17 Ashby Road, Moira, Swadlincote, DE12 6DJ (Moira Replan)	£237,500	N/A	£74.75

STRUCTRE CHART – ASSETS AND PROPERTY



ACTION PLAN

General Fund Asset Management Strategy 2019 – 2024 - ACTION PLAN

Area	Action	Responsible Officer	Deadline	Success criteria	Comments
Commercial Property	Detailed reassessment of the condition of the current portfolio , with costed improvement plans	Assets and Property Team Manager	November 2019	Comprehensive costed database of asset condition and repair/improvement needs created	
Commercial Property	A reassessment of future expenditure (capital and revenue) required to maintain and improve the condition of the portfolio to be retained, building on the review of our core commercial portfolio carried out by Savills in early 2019	Assets and Property Team Manager	January 2020	Amended base budgets for 2020/21 and introduction of sinking funds.	Subsequent action to review of condition data.
Compliance	Further enhancement of the approach to compliance , ensuring that management arrangements are strengthened through improved management information and associated action planning to address issues identified in a structured and comprehensive manner	Property Services Manager	December 2019	Information already being collected is presented in a management report format, with required actions clearly identified.	
Active asset management	A disposals programme for surplus and poorly financially performing assets	Assets and Property Team Manager	December 2019 – Commercial portfolio March 2020 – remaining portfolio	We retain the assets we need, and are clear why we are holding them.	
Active asset management	Develop a programme of acquisition of assets to meet	Assets and Property Team	January 2020	Scope of programme to be	Initial disposals may lead to a reduction in income from

	operational needs, and for investment purposes, with a view to increasing our commercial rental income to £1m per annum by 2024	Manager		defined prior to setting targets.	disposal of assets that are not performing.
Office accommodation	Reassessment of the accommodation needs for the organisation over the short and longer term to ensure our offices are future proofed against new the working environment required as we deliver the People Plan	Property Services Manager	July 2020	Modern, fit for purpose working environment provided for staff.	
Active asset management	Introduction of net present value assessments when modelling financial performance of assets, using the Council's investment appraisal tool, to determine the current value of future income streams from investment properties	Finance Manager/Housing Assets and Property Team Manager	October 2019	Property related decisions with financial consequences are informed by an understanding of forecast outcomes.	
Corporate Landlord	Relaunch of the Corporate Landlord Model approach to consolidating the management of our property portfolio within the Corporate Property Services team with associated restructuring of budget structures	Housing Assets and Property Team Manager	April 2020	CLM fully implemented and relevant budgets consolidated within property services.	
Capital programme	Deliver Moira Furnace improvement works to the structure and fabric of this scheduled ancient monument	Property Services Manager	March 2020 - Programme developed and agreed at AMG Subsequent delivery to be planned once programme established.	Develop a costed and prioritised programme of improvement works, based on the recently completed (2018) condition survey, and associated indicative works	

				programme	
Office accommodation	Coalville office accommodation improvement project, including works to civic area and meeting rooms as well as office accommodation	Head of Customer Services/Head of Housing and Property	Ongoing	Our office accommodation is appropriate, modern and fit for purpose.	Timetable to be established once current feasibility work completed.
Active asset management	Commercial portfolio review implementation including rent reviews, improvement programme and disposals	Assets and Property Team Manager	April 2020	Linked to previous targets.	Rent reviews may be restricted by lease terms.
Carbon reduction	Embracing the carbon reduction agenda and ensuring all our buildings are as efficient as they can cost effectively be made, and developing and implementing a specific Action Plan to deliver this change	Assets and Property Team Manager	To be determined by Head of Community Services	Our building fully pay their part in achieving our carbon reduction targets	Part of the Councils wider response to this agenda
Regeneration	Supporting regeneration activities through the delivery of the land and property actions across the district, particularly relating to activities in Coalville, including the new Leisure Centre	Assets and Property Team Manager	TBC - based on opportunities	Property services support land and property related work to facilitate the regeneration of Coalville	
Active asset management	Increasing the performance of existing assets by reducing vacancy periods and reletting empty units more promptly, as well as ensuring that rent payments are made promptly and action is taken if there is default. Also, developing and introducing sinking funds and ensuring rent levels reflect market levels	Assets and Property Team Manager	December 2019 – evaluate opportunities March 2019 – implement outcome of evaluation	Increase in income and reduction in arrears from commercial units.	Asset sweating

PERFORMANCE INDICATORS – FROM HOUSING ASSETS AND PROPERTY TEAM PLAN 2019/20

Action Ref No	NI Ref/ Local Ref	Responsible Officer (Job Title)	Outcome Measure Description	Estimated Year End 2019/18	Target 2018/19	Quarterly Targets for 2018/19 (leave blank for annual indicators)				How will this be measured?
						Quarter 1	Quarter 2	Quarter 3	Quarter 4	
7.10 BAU	PS1	Property Services Manager	Percentage of commercial units occupied per annum	88%	90%	88%	88%	89%	90%	Data Calculation
7.11 BAU	PS2	Property Services Manager	Percentage of rent collected from commercial tenants	97%	98%	97%	97%	98%	98%	Data provided by Finance
7.12 BAU	PS3	Property Services Manager	Improvement in Council Office building Display Energy Certificate (DEC) performance	101	Range 101-125				110	Updated DEC
7.13 BAU	PS4	Property Services Manager	Condition Survey plan for non HRA property prepared and implemented	N/A	200 surveys	0	100	100	0	Documentary Evidence
7.14 BAU	PS5	Property Services Manager	Capital Projects completed on time and within budget	New indicator	95%				95%	Project Review
7.15 BAU	PS6	Property Services Manager	Stakeholder Satisfaction with projects completed	New indicator	20%	0%	0%	0%	95%	Measure against KPI

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY GROUP 4 SEPTEMBER 2019

Report Title	2018/19 END OF YEAR 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>
Purpose of report	To provide an overview of the Council's progress against its priorities during the financial year 2018/19
Reason for Decision	For the corporate scrutiny Committee to make any observations/comments before the report is considered by Cabinet on 24 September 2019.
Council Priorities	The report addresses performance against each of the Council's five priorities for 2018/19.
Implications	
Financial/Staff	The end of year report contains summary performance data 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.
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 CORPORATE SCRUTINY COMMITTEE NOTES THE END OF YEAR REPORT AND PROVIDES COMMENTS FOR CONSIDERATION BY CABINET.

1.0 INTRODUCTION

- 1.1 The end of year report is a summary of the performance and achievements of the Council for the financial year 2018/19.
- 1.2 Performance is managed at a strategic, service, operational and individual level, with each informing the other.
- 1.3 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 the Council Delivery Plan.
- 1.4 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 peer reviews and internal audit recommendations etc.
- 1.5 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.
- 1.6 Performance is detailed according to the five corporate priorities that applied during the year together with key achievements and statistics from the Councils "Business as usual" activities.

The five corporate priorities during 2018/19 were

- Value For Money
- Home and Communities
- Building Confidence in Coalville

- Business and Jobs
- Green Footprints

2.0 CONTEXT

- 2.1 The Council's delivery plan sets out the council's priorities and aspirations to deliver positive outcomes for communities under the five key thematic areas of work. The delivery of the corporate plan is set within a context of national changes in legislation and policy and an uncertain financial landscape. Despite the financial uncertainties of central government funding, the council's outturn at the end of 2018/2019 showed a sound financial position with a robust medium term financial strategy in place to deal with the challenges that future uncertainty would bring.
- 2.2 In summary we made 34 commitments in our 2018/19 delivery plan. 30 of the commitments were achieved, or remain on plan with revised delivery dates and 4 commitments were behind plan. We made excellent progress in some of the Council's key priority areas and appendix A sets out the achievements across a wide breadth of council services, delivering positive outcomes to the community, however we recognise that there is much work to do still – and we have set out our revised priorities in the 2019/20 Council Delivery Plan.
- 2.3 The four areas which were behind plan include the Marlborough square project which has been subject to separate detailed reporting to scrutiny and cabinet and is now on track to be delivered in 2019/2020. The development of a housing company to deliver new council homes has been explored in 2018/2019 period and a variety of models investigated, with a full options appraisal being completed in the next plan period. The absence of a local housing company has not impacted our excellent performance in the delivery of new council homes in the District.
- 2.4 The aim to achieve a cinema for Coalville continues to be a key priority and is set out within the new council plan. The ability to deliver a cinema relies on building partnerships with key stakeholders, landowners and a cinema operator and this essential groundwork has been completed in this plan period.
- 2.5 Finally the ability to achieve the dry recycling target has been impacted by changes in packaging weights and recycling behaviour and on a positive note we reduced the amount of waste going into landfill by 2468 tonnes at a time when the number of new properties were increasing.
- 2.6 Where commitments were looking as if they might not be achieved during the year we reported the information to the scrutiny (Policy and Development) committee and Cabinet and Heads of Service were required to complete intervention plans to bring performance back on track where possible.
- The detailed achievements for the year are set out in the document at Appendix 1.
- 2.7 It is important that the council learns from both the successful achievements of the last year and the areas where further improvement is necessary. The lessons learnt have been incorporated into current year planning.

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End of Year Report 2018/19

Customer interactions

99,656 people contacted us by phone

2,125,599 visits to our website

14,747 people came to our Customer Service Centre

Our tweets and Facebook posts were seen almost 2.5 million times

16,000 have an online My Account with us

Welcome to the North West Leicestershire District Council End of Year Report

This report gives you an overview of what we've achieved in each of the priority areas for 2018/19:

- Value for money
- Homes and communities
- Business and jobs
- Building confidence in Coalville
- Green Footprints

We use this report to provide an update on the things we said we'd like to achieve in our annual Council Delivery Plan last year.

We state what we've achieved, as well as the things we haven't achieved, acknowledging that sometimes things don't always go exactly to plan.

To help us provide excellent services, our staff work according to our values.

We work as one team to provide high quality, value for money services, always putting the customer first.

Our priority areas of work for 2019/20 are:

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

To find out more about our performance, including what we prioritise each year through our Council Delivery Plan visit www.nwleics.gov.uk/performance

We gave free business advice to around 180 businesses last year.

We supported 30 town and parish councils and parish meetings

We monitored 1,465 incidents using our CCTV system

We managed 4,281 council homes

1,016,582 visits to our leisure centres were made

We responded to 726 reports of fly tips

We did 439 mechanical inspections of taxis

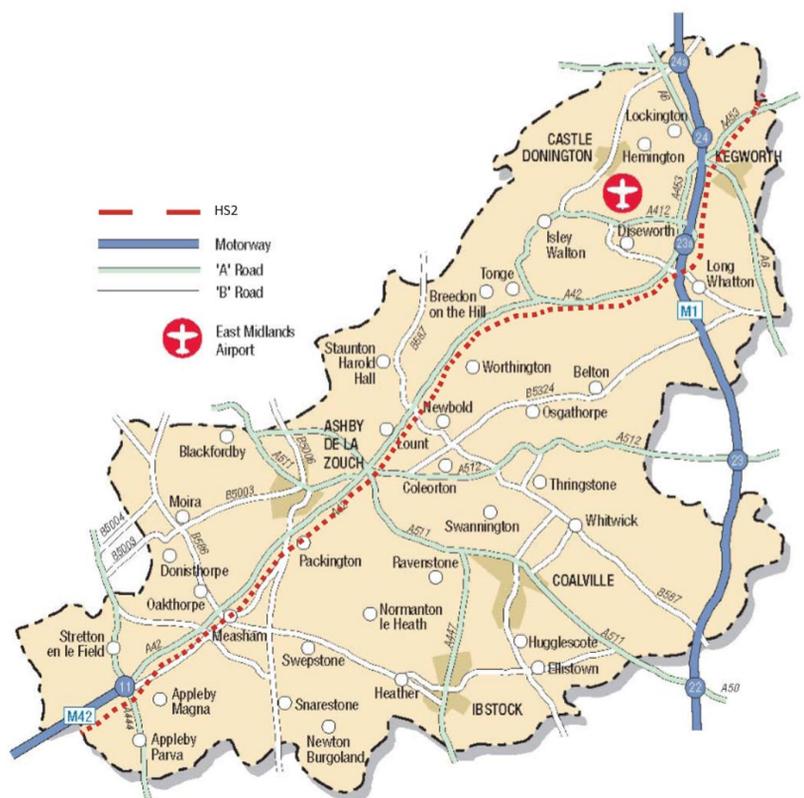
We looked after 220 parks, sports pitches and other green open spaces

We did 452 food hygiene inspections in businesses
75% were given the highest hygiene rating of 5

We emptied waste containers almost 8.5 million times

We made 3,824 routine, 3,321 urgent and 904 emergency repairs to council homes

We determined 803 planning applications



Total plan of commitments

We made

36

commitments in our 2018/19 delivery plan

23 commitments achieved

9 commitments on plan

4 commitments behind plan

0 commitments cancelled

Message from Bev Smith, Chief Executive: “Welcome to our End of Year Report for 2019/20. We have used this report to show clearly where we are with our plans and objectives as we strive to make North West Leicestershire a good place to live, work and do business.

“We’re delighted to have achieved the majority of our ambitious commitments. In 2019/20 we distributed grants to businesses, organised and supported a whole host of popular events, digitised many of our council services and invested millions in our leisure services.

“We also looked closely at the way we work, implementing positive improvements following a review of our planning service and achieving the Investors in People accreditation, proving our focus on developing a happy and healthy workforce.

“As we look back on 2019/30 we remain committed to putting our customers at the heart of everything we do, working as one council to provide excellent, value for money services. We look forward to the future and our upcoming plans and priorities; to build on what we’ve achieved in this last year.”

Managing our finances

We have two budgets. The **Housing Revenue Account** is funded through the rent our tenants pay and is only spent on our housing service. The **General Fund** is funded through a range of income streams and is used to run all our other services.

Our General Fund income

Income	Budgeted to collect	Actually collected	Difference
Business rates	£4.9 million	£5.3 million	Up £0.4 million
Planning fees	£1.23 million	£1.36 million	Up £130,000
Recycling	£436,000	492,000	Up £56,000
Government grant (the Revenue Support Grant)	£235,000	£235,000	143% reduction on what we received in 2017/18. In 2020 this grant will reduce to zero

General Fund: What we planned to spend and save

We budgeted to spend £13.2 million of the £13.5 million in funding we receive, and add £299,000 to our reserves.

We actually spent £12.6 million in 2018/19. We spent less than we expected for a number of reasons, including salary savings following structure changes, other salary savings, and an increase in planning income and investment income received. We also collected £480,000 more than anticipated in business rates.

We spent £4 million on making improvements within our General Fund Capital Programme, including:

- £320,000 to buy and transform the former Litten Tree site where Coalville Market will relocate in 2020
- Almost £2 million maintaining our vehicles, including waste collection vehicles
- £106,000 maintaining our parks and open spaces

Our self-sufficiency fund

We know that our funding from Government is going to reduce dramatically in the coming years. To protect us against future financial challenges we set up a self-sufficiency reserve in February 2018.

We plan to add £1.42 million of the 2018/19 surplus on the General Fund to this reserve, which will take the reserve to £4.19 million.

We will use this fund to balance future projected deficit budgets or to fund commercial opportunities that will reduce those deficits by delivering savings or generating new or additional income.

Our Housing Revenue Account income

In 2018/19 we received £17.7 million in rental income from our 4,281 tenants.

Housing Revenue Account: What we planned to spend and save

Planned to spend: £14.7 million. and actually spent: £12.8 million

Planned to save: £2.9 million and actually saved: £4.9 million

£3.6 million of the saved money has been set aside in a **loan redemption reserve**, which will be used to repay £13 million worth of loans which are due in March 2022 – we now have the full £13 million in place to repay these loans. The remaining £1.3 million will be added to our general HRA reserves which can be used in future years to make improvements to the services we offer or homes we provide.

We spent £7.6 million making improvements to tenants' homes and the surrounding estates, including:

- £2.7 million building new council homes
- £4.9 million repairing and maintaining our existing council homes

More information

Read about our budget and finances in more detail in our Medium Term Financial Plan, which sets out our financial planning for the next five years – www.nwleics.gov.uk/mtfs

Building confidence in Coalville

In 2018/19 we said we would:

ON PLAN Develop a vision and masterplan to further regenerate the town centre in consultation with Coalville residents

We are currently using previous masterplans and economic data to draw up a regeneration framework. This will show what can be done with each development site, how the town can be better linked together and where the challenges are.

We will engage with the public on the framework during 2019/20.

ACHIEVED Identify short, medium and long term programmes for Coalville's regeneration

During 2018/19 we:

- Carried out repairs to the Memorial Clock Tower with support from the Heritage Lottery Fund and the War Memorials Trust
- Allocated a further £546,000 to the redesign of Marlborough Square – taking the total budget to £1,646,500
- Increased the number of traders at Coalville Market by 50% and visits by 14%
- Supported three market traders to move to permanent shop premises
- Gave financial support to the owners of the former bus depot on Ashby Road – they have restored this historic building and employed more local people.

Our regeneration framework will inform longer term programmes.

BEHIND PLAN Invest £1.1 million in changes to Marlborough Square, to create a better space for pedestrians and events

We reviewed our design work and plans for the square and paused the project to ensure we achieve best value for money. We remain committed to the future investment and development of this key part of the town.

We bought former Litten Tree pub on the square, which will become the new venue for an indoor market. We started improvement work to the fabric of the building.

BEHIND PLAN Work with the private sector to secure a cinema operator for Coalville

Discussions began with interested cinema operators during the year, and this remains a key objective for 2019/20.

Building confidence in Coalville

In 2018/19 we said we would:

ON PLAN Establish and maintain an events programme in our public spaces, including the redesigned Marlborough Square
14,000+ people attended events in Coalville, organised or sponsored by NWLDC:

Coalville Colour Run | Coalville Writes | May Fair | Music in the Park | Picnic in the Park | Coalville by the Sea | Remembrance | May the Toys be with You | Christmas in Coalville

A programme of events for the redesigned Marlborough Square will be developed when the redesign is complete.

ACHIEVED Continue our Frontages Grants - Support new business start-ups in the town centre

We awarded Frontage Improvement grants to two businesses last year; Kats Antiques on High Street and Newton Fallowell on Belvoir Road.

The frontage scheme has now been relaunched as a simpler process, providing better value for money and focussing on funding for properties in Marlborough Square as part of our wider plan

ON PLAN Support improvements to Ashby Road with removal of traffic calming, better street furniture and planting - Changes to traffic flow as part of Marlborough Square redevelopment - Improve cycle connectivity.

These improvements are still planned and due to start during 2019/20.

Building confidence in Coalville

Our three year targets for Coalville are

Increase the number of Coalville businesses that successfully bid for our Enterprising grants by 50%

We funded five of the targeted 15 Coalville businesses and our town centre funding programmes closed mid-year due to over-subscription. The fund reopened in June 2019 and we estimate that at least another 10 Coalville will successfully bid for Enterprising grants over the next two years.

Increase the number of homes in Coalville by 950

288 homes were completed in Coalville during the year, so we are on course to meet the three year target.

Invest £1.5 million in regenerating Coalville town centre

We awarded over £40,000 to town centre businesses through our Frontage Improvement Scheme.

We also bought the former Litten Tree pub and are currently transforming it into a new indoor market – the total budget for this project is £660,000.

Hold at least five events in Marlborough Square each year

Events will be scheduled in Marlborough Square once the redesign is complete.

Encourage people who use the 'gateway' site where the new leisure centre will be to use the town centre

As we make plans to build the new Coalville Leisure Centre, we are working on links between the centre and the town itself. Our aim is that people will be able to easily walk or cycle to the leisure centre, as well as driving and using public transport.

Support the redevelopment of key housing sites

24 homes on the former police station site in central Coalville were built and are now rented out to council tenants.

Planning approval was given for eight new homes on the former Cocked Hat pub site in Greenhill.

Work with Leicestershire County Council to ensure the redevelopment of the Snibston site and surrounding area goes ahead

We worked with Leicestershire County Council to determine the planning application for the redevelopment of land at Snibston including residential development of up to 144 dwellings, an extension to the Century Theatre, a cafe/visitor centre/rangers' office, a play area, landscaping and car parks. These plans now have planning permission.

We have also been meeting monthly with the county council and the Snibston Community Group to discuss the redevelopment of the Snibston site.

Value for money

In 2018/19 we said we would:

ACHIEVED Start our Customer First Programme to improve our customer service

We started our 'Customer First' programme, which puts customers at the heart of all our work.

This includes a review of our service standards, developing our online services and improving our customer contact areas.

We are creating a Citizens Panel, to gain feedback on our work and help us improve services.

ACHIEVED Develop trusted commercial services that can be offered to external customers

We adopted our commercial strategy 'Being more business-like' in October 2018.

We are looking at how we work, improving services to customers and finding new ways to generate income. Work has begun to develop 23 new income generating ideas in 2019/20.

ACHIEVED Procure a new contractual partnership with an external leisure provider to build a new leisure centre in Coalville and make improvements to Hood Park Leisure Centre in Ashby de la Zouch

Our partnership with Everyone Active began in May 2019. They will build a new state of the art leisure centre in Coalville and improve the Hood Park Leisure Centre in Ashby.

Work on a £1.2 million revamp of Hood Park started in summer 2019 and work will start on the new Coalville Leisure Centre in 2020.

ON PLAN Develop and start working to a longer term financial strategy that helps the council to become resilient and self-sufficient, and not reliant on central government funding

Our Journey to Self-Sufficiency programme is a long term plan that will help us prepare for future financial challenges.

As part of this programme, we have created a reserve to help us to balance any future deficits and to fund initiatives that reduce ongoing expenditure or generate additional income.

At the end of the year the reserve stood at £4.18 million. Future surpluses are likely to take the reserve to £4.34 million by March 2020, which will put us in a better place to meet future projected deficits.

Value for money

In 2018/19 we said we would:

ON PLAN Develop and implement an Asset Management Strategy to make best use of all council-owned buildings and land

A market appraisal of our buildings and land was completed in February 2019. We are now using this as the basis for a five year Asset Management Strategy.

When complete, the strategy will enable us to make more effective decisions about council property and land assets.

ACHIEVED Update and review the treasury management strategy to make best use of our investments

We have reviewed our Medium Term Financial Strategy to cover a five year period to enable us to plan better over a longer time.

We are planning for projected deficits totalling £5.2 million to 2024, with deficits beginning to occur in 2021/22.

BEHIND PLAN Establish a local housing / trading company

Following discussions with potential partners across the county we concluded it was unfeasible to set up a shared development company.

We are now assessing whether we should create a local housing and / or trading company independently, which would mean we could own properties and allow our services to be offered to private businesses and people.

Value for money

Our three year targets for value for money are

Increase overall customer satisfaction by 10%

We are developing our customer satisfaction data as part of the Customer First programme, and we will report on this data in future years.

We continue to receive good customer feedback in a number of key service areas.

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

Customers can now access 37 transactions online, so they can report, request and pay for things on our website at any time.

Around 16,000 people have now registered for their online My Account with us.

Improve the financial return we receive from our investments by at least 25%

We approved new Treasury Management and investment Strategies during the year which means we can maximise the returns on our investments in the future.

Generate £500,000 by selling the dry recycling we collect

We generated £492,000 during the year, which puts us well ahead of our three year target.

Homes and communities

In 2018/19 we said we would:

ACHIEVED Work with health partners to develop a health and well-being strategy for North West Leicestershire

Our Health and Well-being Strategy has three key ambitions:

- People will live longer and have healthier lives
- Every child will have the best possible start in life
- People will age well and have a healthy older life.

We are now working with partners on the action plan to help us meet these aims.

ON PLAN Maximise the economic benefits and minimise the negative impacts from HS2 for North West Leicestershire and our residents

We continued to engage with the HS2 consultation process to minimise the potential impacts, particularly around the Measham section where the route affects land, businesses and historic buildings.

ON PLAN Modernise Coalville CCTV to tackle anti-social behaviour

The Coalville CCTV control room and equipment will be moved to the Council Offices and modernised in 2019/20.

ACHIEVED Devise, publish and implement a statement of licensing policy to reduce crime and improve public safety

The district has almost 400 licensed premises - pubs, night clubs, restaurants, late night refreshment houses and public events.

Our new policy will be used as a guide by officers and elected members in their decision-making. It will let applicants, residents and businesses know how applications will be viewed and how their needs will be addressed.

ACHIEVED Formally launch our Good Design Guide for housing developments

Our Good Design Supplementary Planning Document makes sure developments across the district are built to a high standard. It is motivated by the belief that the people who live and work here deserve the best.

This year hosted the North West Leicestershire Design Quality Awards, marking ten years of a collective effort to make a positive difference to what was being built in the district.

ACHIEVED Review our planning service and enhance our planning enforcement, to make sure house builders build in accordance with their approved plans, while maximising benefits from planning agreements and ensuring they are spent in a timely manner

An external peer team reviewed our Planning service in 2018 and produced an action plan for improvements. We have made a number of changes to make the service more customer-focused and to de-mystify the planning process. This included:

- Clearer planning reports
- Changing the time of Planning Committee so more members of the public could attend
- Reducing the number of councillors on Planning Committee
- Review of the call-in procedure
- Pre-application engagement with councillors

We also agreed a new Planning Enforcement Policy to tackle unacceptable breaches of planning control to protect local amenities and to ensure decisions are transparent and consistent.

We have improved our processes for monitoring and managing S106s agreements.

Over £4 million was received from s106 agreements for use by the council and other partners to provide new or improved facilities, including:

- £2 million for affordable housing
- £150,000 for recreation and open spaces

A new extra care housing scheme is being planned by East Midlands Housing in Ashby de la Zouch. This scheme will provide 50 new rented and 15 shared ownership apartments for older people, financially supported by the council.

Homes and communities

Our three year targets for value for money are

Increase the number of physically active adults in the district to 39,800, reducing the amount of physically inactive adults by 10%

We are on track to increase the number of physically active adults, through targeted sport and physical activity opportunities.

Ensure anti-social behaviour levels do not increase

Anti-social behaviour continues to be reported across the district in many different ways.

The overall number of reports have slightly increased over the past 12 months.

We are currently on track to maintain the levels of anti-social behaviour over the three years, although this will be a challenging target in the coming months.

Build or acquire at least 68 council-owned homes

Work with local housing associations to supply 300 new affordable homes
Invest up to £15 million to improve council housing stock

117 new affordable homes were made available for rent or shared ownership across the district in 2018/19 against the annual target of 100.

We added 30 new homes to our council housing stock – we built 11 new council homes in Coalville and acquired 19 new council homes from developers (11 in Ashby and eight in Measham).

Determine 100% of major planning applications in line with our Good Design Guide, ensuring high quality developments in our district

We have continued to determine 100% of all major planning applications for major new commercial and residential development in line with our Good Design Guide, ensuring that the standard for high quality development in our district is maintained.

CASE STUDY

153 new homes on the former Arla Dairies site, Smisby Road, Ashby de la Zouch

This landscape-led development has a central tree-lined avenue and a new area of public open space at its centre.

The proposed houses are contemporary, but seek to stitch in with the existing homes on Smisby Road.

Because of the attention to detail and high quality of the development, it complies fully with our Good Design Guide.

Work according to our new duties under the Homeless Reduction Act to make sure people threatened with homelessness in the district receive the support they need

We managed 328 homelessness applications.

Determine 100% of licensing applications in accordance with the statement of licensing policy, which is shaped by the public and other key stakeholders

100% of licence applications were determined in line with our new statement of licensing policy.

We have been able to achieve a balance between the leisure and entertainment premises in the district and the needs of residents and other businesses – we aim to create an acceptable environment and quality of life for all.

Business and jobs

In 2018/19 we said we would:

ACHIEVED Develop an Economic Growth Plan and a Place Marketing Strategy for the district

Our Economic Growth Plan sets out our ambitions and how we will continue to develop a thriving and sustainable local economy.

We will now use the plan as a place marketing and inward investment tool and a lever to attract future funding.

We worked with the town council to achieve 'Purple Flag' status for Ashby-de-la-Zouch town centre.

ON PLAN Develop a tourism strategy that promotes, encourages and enhances the visitor experience

Work on the Tourism Strategy will conclude in 2019/20 – this work will be aligned with the National Forest Tourism Growth Plan.

ACHIEVED Develop and enhance our apprenticeship programme, and provide volunteering and work experience opportunities

We met our apprenticeship quota, with 17 apprentices at the end of the year.

We continued to work with local schools to provide valuable work experience programmes.

ACHIEVED Work with local businesses to support them to become Disability Confident employers

We supported local employers to become Disability Confident employers through joint sessions with our partners at the Department for Work and Pensions and Stephenson College. These sessions help employers to look beyond disabilities and health conditions when recruiting.

There are now at least 15 Disability Confident employers in North West Leicestershire.

ACHIEVED Develop an options appraisal for the future development of the Moira Furnace site

Our bid for external funding works to Moira furnace was not successful. We will now revisit the options for the Moira Furnace site.

ON PLAN Develop a funded plan of infrastructure development and work with Leicestershire County Council to reduce congestion

We continued to secure financial contributions through Section 106 agreements from major development in the Coalville area.

We are also working with Leicestershire County Council on the A511 major road network scheme and are hopeful that government funding will be allocated to help reduce congestion, support housing and employment growth, encourage people to walk, cycle and use public transport.

If funded, the improvements would be led by Leicestershire County Council and would include junction improvements at nine locations between the A42 at Ashby-de-la-Zouch and the M1 junction 22, with some localised widening and a new link road, connecting the A511 to Bardon Link Road.

ACHIEVED Introduce town centre management support for our key town and village centres

We allocated £12,000 for additional dedicated town centre management in Ashby.

Our staff supported a number of our towns and village centres with specific issues.

In Ibstock, we worked with businesses, community groups and the parish council to set up a village centre group that has worked to clear and secure a derelict site in the centre. The group has also created a action plan of activity and events to support the regeneration of Ibstock High Street.

41 retail business from across our towns and villages enrolled on our four day digital training programme and received a 1:2:1 advice session with a digital business specialist. This has helped them to have a presence online and maximise their use of social media to enhance their businesses.

Business and jobs

In 2018/19 we said we would:

ACHIEVED Increase the number of people attending events in our district year on year

Support has continued for events throughout the district including our regular annual events and new, one-off events such as the 'May the Toys be with You' Star Wars exhibition.

We sponsored the first Timber Festival in the National Forest which attracted around 4,000 people.

ACHIEVED Provide regulatory services (like licensing and environmental health) in a way that promotes business growth

We continued to play an active part in the Leicester and Leicestershire Better Business for All Partnership, which brings together businesses and regulators to encourage business growth.

Our Business Focus and Environmental Health Teams collaborated to provide integrated food hygiene and economic development advice to 20 businesses in a new successful initiative.

We established an innovative food advice and inspection partnership agreement with a business based at the airport, HMS Host UK Ltd. The agreement covers the joint funding of an Environmental Health Officer post to develop food management systems and food hygiene training across the company's 38 outlets across the country.

Business and jobs

Our three year targets for value for money are

Double the number of apprentices we employ

We increased the number of apprentices we employ from eight to 17 and we continue to identify apprenticeship opportunities.

Make sure local people make up at least 30% of the workforce used to build the new leisure centre and that the new facility maximises opportunities for apprenticeships

This has been included in the specification for the build of the new leisure centre.

Help businesses to create 2,000 new jobs

We work with local businesses of all sizes to create and fill local job opportunities. We are working with SEGRO Logistics Park and the new businesses setting up there to support local recruitment. The first four developments on site will create over 2,000 jobs once fully operational.

Provide a pot of £250,000 grant funding and business support

In 2018/19 we designed two new business grant programmes for small and medium sized business based in North West Leicestershire.

The first offers grants to growing local businesses to support their development and create new jobs. The second focusses grant funding and business advice to new businesses that take on a vacant property in our town and village centres. Both schemes were launched in June 2019.

Invest £1.1 million in Ashby de la Zouch

To support the development of the leisure and culture quarter in the town, we invested £963,000 to extend North Street Car Park, bringing much-needed additional car parking to the centre of Ashby de la Zouch.

Complementing this extension, we worked with an artist and the local community to install a piece of public artwork within the area. The Heart of the Forest sculpture was created following a series of workshops with community groups and schools, with additional footpath elements created by school children.

Provide face to face business and environmental health advice to 20 growing businesses each year.

20 businesses, selected because they were growing or were showing a potential to grow received face to face advice from both our Business Focus and Environmental Health teams.

This support has helped them to improve their food hygiene rating and has tackled some challenges with finance, new premises and the supply of skilled labour.

Achieve 'Very Good' BREEAM rating for the new leisure centre in Coalville

Completion of this target is dependent on the build of the new Leisure Centre - this has been specified as a target for our provider Everyone Active.

Work with partners to organise two jobs fairs every year

We worked with JobCentre Plus and Stephenson College to hold four jobs fairs in 2018/19, attracting more than 2,000 job seekers from across the region and showcasing 2,000+ current and future local job opportunities.

Work with partners to actively promote seven tourism and culture events

In 2018/19 we promoted all of our own events and those of many partners, leading to a healthy range of events that were supported by the local community and those travelling from further afield.

We supported:

Ashby Arts Festival
Coalville Music in the Park
Coalville Picnic in the Park
Timber festival
Coalville by the Sea
Coalville Colour Run
Hello Heritage
May the Toys be With You
Remembrance Parade
WW1 centenary commemorative artwork unveiling
The First Fifty Community Play
Christmas in Coalville
The Heart of the Forest Sculpture artwork
Ashby 20 Road Race
Coalville Writes
Coalville May Fair

Our Facebook and Twitter posts reached almost 600,000
68,891 people looked at our What's On web page

Green Footprints

In 2018/19 we said we would:

ACHIEVED Develop a recycling strategy that encourages more households to recycle

Our Recycle more... strategy was developed with an action plan for the next four years, including:

- Recycling container trials
- Food waste collection
- Public awareness campaign

BEHIND PLAN Increase dry recycling by 100 tonnes

The first year of this three year objective is not on target to achieve the 100 tonnes and needs to be changed to be more realistic.

Our Recycle More... plan is in its early days so has not yet had an impact on consumer behaviour.

We reduced the amount of waste going into landfill by 2468.11 tonnes despite an increase in the number of properties we collect from.

ACHIEVED Work with businesses on litter hotspots to enhance the areas and raise awareness of littering to change behaviour.

We cleared a litter hotspot at Bardon layby, followed by education, camera work and enforcement.

We delivered multi-lingual signage and leaflets to 35 snack wagons throughout the district to raise awareness of litter issues and change behaviour.

Our campaign was shortlisted by Keep Britain Tidy for the Litter Initiative of the Year Award.

ACHIEVED Develop and deliver a targeted fly-tipping campaign in partnership with Highways England.

We launched a fly-tipping campaign at Donington Services to raise awareness of customers' duty of care followed by education, camera work and enforcement at hotspot areas.

ACHIEVED Look at the feasibility of installing electric charging bays in council-owned car parks

A feasibility has been completed and two electric charging points have been installed in North Street Car Park in Ashby.

We will use the information from this pilot to extend the number of points further in future years.

ACHIEVED Achieve Green Flag accreditation for Coalville Park

We were delighted to be awarded the Green Flag Award for Coalville Park in July 2019.

ACHIEVED Three year plan to distribute 15,000 trees through our Free Tree Scheme

This target has been achieved during the first year – we distributed 16,175 free trees to community groups and individuals through our partnership with the National Forest.

Green Footprints

Our three year targets for value for money are

Replace 450 solid fuel heating systems in council houses

247 air source heat pumps were installed in properties that are 'off gas' at a cost of £3.7 million, to provide cost-effective heating and hot water to our tenants.

The installation programme continues in 2019/20.

Reduce our carbon emissions to support global average temperature increase below two degrees Celsius

In June 2019 we signed a Climate Emergency declaration, which commits us to achieving carbon neutrality by 2030.

We are now developing an action plan that looks at all our operations and how we can significantly reduce our carbon emissions to achieve this target.

Achieve Green Flag accreditation for parks across the district, starting with Coalville Park

Coalville Park was assessed and accredited with Green Flag status.

We are also supporting the newly formed Friends of Coalville Park group to make improvements to the park.

We are now advising parish councils on achieving Green Flag for their open spaces and are hoping to achieve accreditation for Broomleys Cemetery in 2019/20.

Work with Highways England on their network in our district to reduce fly tipping.

We have worked with Highways England to identify fly tipping solutions. Education events took place at Donington Services in August and observations at known fly tipping hotspot areas led to successful reductions in abuse.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – 4 SEPTEMBER 2019

Title of report	2019/20 QUARTER 1 PERFORMANCE 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>
Purpose of report	The report provides members of the Cabinet with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for Quarter 1 (Q1) (April - June 2019).
Council Priorities	The report addresses performance against each of the Council's five priorities for 2019/20.
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.
Human Rights	No direct implications.
Transformational Government	No direct implications.
Comments of Head of Paid Service	Report is satisfactory.
Comments of Section 151 Officer	Report is satisfactory.
Comments of Monitoring Officer	Report is satisfactory.
Consultees	Corporate Leadership Team
Background papers	None

Recommendations	THAT THE POLICY AND DEVELOPMENT GROUP NOTES THE QUARTER 1 PERFORMANCE REPORT (APRIL - JUNE 2019) AND PROVIDE COMMENTS FOR CONSIDERATION BY CABINET.
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PERFORMANCE SUMMARY FOR QUARTER 1

1 INTRODUCTION

- 1.1 The Planning and Performance Management framework helps the Council -
- Clearly articulate our priorities and desired outcomes
 - Prioritise what gets done within the resources available
 - Provides and demonstrates value for money
 - Provide good services and satisfaction for our local community
 - Improves organisational performance
 - Motivate and manage our staff
- 1.2 Its purpose is to deliver the best outcomes and service in relation to our priorities and statutory responsibilities within available resources, and to create an 'early warning system; where this is not the case. To do this we need to be intelligence focused and take action in response to actual performance to make outcomes better that they would otherwise be.
- 1.3 Performance is managed at a strategic, service, operational and individual level, with each informing the other.
- 1.4 At a strategic level, Members and the Corporate Leadership team need to ensure that services are provided meeting the needs of the community, both now and in the future. Members and the leadership team also need to ensure that there are appropriate and meaningful measures underpinning our vision and objectives so that they can be assured that we are making good progress towards our vision, priorities and objectives published in our Corporate Plan.
- 1.5 At a service level, Heads of Service need to monitor performance against service plans. These include all tasks, projects, measures and risks relating to their own service objectives and from any other source, e.g. external inspectorate recommendations such as the planning peer review and internal audit recommendations etc.
- 1.6 At an operational level, individual work plans may be in place to monitor and report on team and individual performance to feed up into the service plans. This then informs individual performance appraisals.

- 1.7 Performance is monitored against our Corporate priorities
- Supporting Coalville to be a more vibrant, family friendly town
 - Our communities are safe, healthy 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
- 1.8 The quarterly performance reports will seek to recognise good performance, share best practice across the organisation and also to identify 'performance gaps' highlighting if and where action is required to meet targets. Once these gaps are identified, time bound intervention plans will be created or adapted to improve performance towards the target. This will be part of a continual cycle of review and action.

2. SUMMARY OF PERFORMANCE QUARTER 1

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

The performance indicators show out of nineteen indicators, eighteen are on target or within tolerance and one is falling below target relating to;

➤ Notable Performance

The council delivery plan identifies a series of actions that will contribute to the five priorities and whilst many of the actions are delivered over more than one quarter there are some notable achievements within this quarter,

➤ Customer service improvement and digital by default.

We continue to see improvements in our customer service response rates with quarter 1 always being challenging with increased customer contact as a result of annual billing. The customer service team answered 90% of calls which is an improvement of 18% based on the same period in 2018. In addition the call wait times continue to reduce with the average wait time for our customers before being answered being around 64 seconds, a significant improvement based on last year's performance of 186 seconds. Reducing waiting times and increasing calls answered remains a key corporate priority going forward.

The digital transformation programme continues to see new services made available on line with 39 services available 24/7 and new easy to use forms for food hygiene and licensing launched this quarter.

➤ Leisure Investment

Work on the development of plans for the new leisure centre and improvement programme for Ashby leisure centre remains on track and this quarter has seen a focus of work on the community leisure provision across the wider district with positive engagement with the communities of Ibstock, Castle Donington and Measham developing their proposals for leisure investment.

➤ Housing

Progress on the housing improvement programme and new build is on track and the essentials preparatory work on Wolds Court and Queensway House removing asbestos and preparing both sites for demolition has been completed. Work will now continue on developing these sites and providing additional new homes in the district.

➤ Business Support

This quarter has seen the launch for the £250,000 grant scheme for small to medium sized businesses within the district in towns and local centres.

➤ Finance

At the end of the first quarter of the financial year the Council's budgets are being managed effectively.

Increased surpluses are forecast on both the General Fund and Housing Revenue Accounts, with a nominal increase in expenditure on the Special Expenses account which is planned to be funded by Special Expense reserves.

The Housing Revenue Account Capital Programme has been forecast to be £3.9 million underspent as a result of the re-profiling of the council's new build scheme into later years. The General Fund Capital Programme forecast remains as per the budget.

➤ Performance Indicators

The use of both qualitative and quantitative measures to supplement the delivery of the actions set out within the corporate plan provides a picture of how well the council is delivering against the expected outcomes. The challenge is always in choosing indicators that show what success looks like and following a review there are a number of new indicators proposed. The indicators relate to actions that the council has control over, however there are benefits in understanding the wider context that the council works within, such as national economic indicators. It is proposed that in future reports a wider set of indicators are included for discussion.

The majority of performance indicators are on target all within acceptable tolerances.

Priority Dashboards - Appendix 1

Appendix 1 sets out the following items:

- Progress against CDP actions
- Progress against CDP performance indicators
- Health and Safety Report
- Sickness absence management update and statistics
- Customer Feedback
- Customer Service Call Centre Statistics

Status definitions used in Appendix 1

-  Performance indicators on track, on or above target
-  Performance indicators under control
-  Performance indicators below target

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Supporting Coalville to be a more vibrant, family friendly town

Our aims

Coalville is a 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
- Seek external funding, including the new national Future High Streets Fund to support town centre regeneration
- Seek a cinema operator for Coalville
- Establish and maintain an events programme in our public spaces
- Start the redesign of Marlborough Square
- Create a vibrant indoor market on Marlborough Square

Quarter 1 Performance

- Initial discussion to appoint consultants for the Coalville Regeneration Framework is underway and an initial project management meeting has been scheduled for mid July so that consultation can be undertaken in quarter three.
- Our Expression of Interest to the Future High Streets Fund (FHSF) has been approved and we have been selected to go forward into the next phase of assessment. The next stage will involve us developing a full business case for capital investment. This work links with the Regeneration Framework and consultation in quarter three will inform both initiatives.
- The Council are continuing to maintain open dialogue with potential cinema operators about opening a cinema in Coalville.
- 6,500 people attended events organised in Coalville in quarter one including 800 at Music in the Park and 5,700 at Picnic in the Park.
- Our consultants started the redesign of Marlborough Square in quarter one with a review of the work carried out by Leicestershire County Council and discussions about the brief for the work. All aspects are being considered in order to maximise value for money, functionality and quality so that the results and recommendations can be discussed in quarter two.
- All repairs and surveys have now been completed and a design team have been appointed to review the concept design and develop a fit for purpose space for both food and retail outlets in the Newmarket. The design will incorporate feedback from the 1-1 meetings with market traders along with conservation and heritage advice in order to reinstate a traditional shop front. Graphics have been applied to the windows to illustrate the up and coming market design.

Supporting Coalville to be a more vibrant, family friendly town

Our aims

Coalville is a 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

- Work in partnership to make the most of our heritage 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

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Quarter 1 Performance

- Work with partners including LCC continues to help to establish a new group, the Snibston Heritage Trust, and to agree an action plan. This work includes an application for Charitable Incorporated Organisation status (CIO) which was submitted at the end of May 2019. Work with heritage organisations on the 2019 "Hello Heritage" has also commenced.
- During quarter one, Coalville's heritage was promoted at Moira Canal Festival and Picnic in the Park, there was excellent public engagement at both events. An arts engagement workshop is scheduled on 1 and 2 August at Coalville by the Sea, where 'Palitoy' windmills will be made by children.
- The grant scheme to start in quarter two.
- The retail support programme to start in quarter two.
- Officers continue to work with current and former Coalville market traders to support them in their transition from the current market hall to either relocate to the Newmarket or to relocate the business into alternative retail premises within our high streets. In quarter one Business Focus coordinated meetings between market traders and the commercial agent to discuss and negotiate tenancy arrangements on available property.

Our communities are safe, healthy 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

- Make sure our customers can contact us in a way that suits them, with self-serve options as well as face-to-face support
- Make all appropriate transactions 'digital by default'
- Improve the accessibility of our customer service environments, continuing to reduce call wait times
- Identify locations for customers to access our services in their own communities
- Deliver the actions in our Health and Wellbeing Strategy

Quarter 1 Performance

- We are continuing to focus on improving our wait times and increasing the number of services that are accessible online, allowing customers to choose the way that suits them or the nature of their enquiry best.
- The Council's digital programme has made good progress in the quarter. The end of this phase of work is forecasted to end in quarter three 2019, and upon completion, will offer a whole range of Council services online. At the end of quarter one, over 38 digital processes were available 24/7 at <https://www.nwleics.gov.uk/myaccount> New processes delivered include food hygiene and animal licensing.
- Our average call wait time for quarter one 2019/20 was 64 seconds and 10% of our customers hung up before we could answer their calls. There's still work to be done, but this is a significant improvement over our performance in quarter one 2018/19, which had average wait times of 186 seconds and over 28% of customers disconnecting.
- The work is scheduled to begin in quarter two, where we will undertake an accessibility audit of customer pathways, to understand the barriers that our customers may face when accessing our services via different channels. This work will help inform any provision required to tailor our services and provide points of access across this district.
- Work is ongoing to deliver the NWL Health and Wellbeing Strategy. A joint Staying Healthy Partnership and Community Safety Partnership meeting/workshop took place in June, the focus of which was recognising the links between health and wellbeing and community safety. The outcome of the workshop was to identify specific actions that external partners could lead on that would deliver against the aims and objectives within the strategy. This will be condensed into an action plan that members of the Staying Healthy Partnership will be responsible for delivering.

Our communities are safe, healthy 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

- 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 in Ashby
- Working with local schools, parish councils and leisure centres, improve the community leisure facilities in Castle Donington and at Ibstock, and Measham leisure centres

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Quarter 1 Performance

- The council has made good progress in developing the planning application with partners Everyone Active. Detailed further work on the access road design is being carried out to align with Leicestershire County Council plans for that section of the A511 and a submission is due mid June 2019 in quarter two.
- All improvement works to Hood Park Leisure Centre have been approved and will commence in July 2019. This includes, amongst other things, the relocation of the fitness suite to upstairs to the existing dance studio, the conversion of the bar and meeting room into a new dance studio, the conversion of the existing fitness suite into a new meeting room and dance studio space, the creation of a brand new dance studio, improvements to the external façade, and a redecoration of the facility.
- Initial applications to enhance the community leisure offer in Measham, Castle Donington and Ibstock were received and reviewed in June 2019. These will focus on improving the health and fitness provision within these localities. Applications for Measham and Ibstock are now being refined prior to being resubmitted at the end of July 2019 for further consideration and progression. Alternative options are being considered for Castle Donington given the current fitness suite is owned by the Council and not by the school. Consequently, it is envisaged that this project will be managed by us in partnership with the school and parish council rather than by the school.

Our communities are safe, healthy 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

- Achieve accreditation from the Surveillance Camera Commissioner for our CCTV system
- Develop our tourism offer to encourage inward investment, dwell time and connecting visitor attractions
- Consult on revisions to Local Plan
- Encourage and support town and parish councils to write and adopt their own Neighbourhood Plans

Quarter 1 Performance

- Refurbishment of the control room in its new location at the council offices is a key part of the process to achieve accreditation for our CCTV system. Officers are currently finalising the agreement with the Belvoir Shopping Centre so that services can continue to be offered to the centre. The move to the council offices will be rolled out in quarter two.
- The production of the final report and next steps action plan is on schedule and the report will be included as an appendix to the Tourism Strategy which will be presented to Community Scrutiny Committee and Cabinet in quarter three.
- Report to Local Plan Committee on 26 June 2019 considered responses to consultation undertaken in late 2018/early 2019. Further consultation planned for quarter three in respect of a 'partial' review of the Local Plan which will propose changes to policy S1 only. This will help to ensure that the Local Plan remains up-to-date for the purposes of determining planning applications. Work on a wider review, including longer term development requirements, will be undertaken in parallel.
- Officers have completed a survey with all parish and town councils to find out their appetite for neighbourhood plans. In quarter one, the Ellistown and Battleflat Neighbourhood Plan referendum took place on Thursday 27 June 2019. The question asked was: "*Do you want North West Leicestershire District Council to use the Neighbourhood Plan for Ellistown and Battleflat to help it decide planning applications for the Neighbourhood Area?*"

The result was – yes 239, no 35.

In quarter two, on 16 July 2019 North West Leicestershire District Council '*made*' (adopted) the Neighbourhood Plan. It should now be used to help determine planning applications within Ellistown and Battleflat.

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

- Get planning permission and start building new council homes in Coalville, Whitwick and Measham
- Establish a local housing/trading company
- Buy affordable homes from developers to increase availability of council housing
- Ensure residential development takes place on brownfield sites in Moira and Measham

Quarter 1 Performance

- Planning permission for the former Cocked Hat site, Greenhill, Coalville was granted on 20 March 2019. A price has been agreed with the construction contractor and the contract is due to be signed by the end of August 2019. Sites in Whitwick (Howe Road/Scotlands estate) and Measham (Rosebank Gardens/Dysons Close) continue to be evaluated, with site investigations and pre planning discussions underway.
- Work to develop our Local Trading/Housing Company will recommence once the new Strategic Director is appointed.
- Following the Cabinet approval in April to acquire two additional homes on the Burton Road Ashby site from Bellway homes, two site inspections have been carried out in quarter one to ensure that the properties purchased are being built to the agreed specification and quality standards. Completion and handover is forecast to be in quarter two (July).
- Preparations to clear the former Wolds Court sheltered scheme in Moira site were made in quarter one including asbestos removal from the vacant building, prior to demolition in quarter two. The site has been the subject of extensive negotiations with a potential development partner, which are nearing conclusion. It remains an option for the Council to develop this site with new council housing, if the negotiations cannot reach a deal that offers both security and Value For Money. Once the outcome is known, we will progress to the detailed design stage either with the development partner or directly ourselves.

The former Queensway House sheltered scheme site in Measham is also being prepared for the demolition of the existing building and negotiations with an adjacent site owner have been exploring site assembly options. A decision regarding the recommended way forward is anticipated in quarter two, which could result in the Council either disposing of the site, acquiring the adjacent site, or developing our site independently.

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

- Ensure all new housing in the district meets the standards of the NWLDC Good Design Guide
- Invest up to £7.6 million to upgrade tenants' homes and their neighbourhoods
- 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

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Quarter 1 Performance

- All major planning proposals are subject to consultation with the Council's Urban Designer who assesses the schemes objectively using Building for Life criteria and the Council's Good Design Supplementary Planning Document. All major planning proposals in this period have achieved a high quality design.
- The Home Improvement Programme (HIP) is designed to ensure that all our tenants homes continue to meet the Decent Homes standard. Work is being carried out across the district and includes upgraded bathrooms, kitchens, windows, doors and roofs. Other works within the capital programme include estate improvements such as external painting and fencing projects which are currently being commissioned, with works due to commence in quarter two and quarter three.
- During quarter one we completed 17 major and 40 minor adaptations to the value of £75k. Minor adaptations are items such as grab rails and lever taps, whilst majors are more significant building work like ramps, level access showers and stair lifts. We also received an application for an extension to a property which will have estimated costs of £40k. This will impact the budget for the year so corrective action will be required in subsequent quarters to manage this.

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

- Invest £778,000 in estate improvements including off street parking, improvements to footpaths and roads and mobility scooter stores

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- Carry out a proactive, targeted enforcement so all eligible landlords have a Houses in Multiple Occupation (HMO) Licence

Quarter 1 Performance

- The off street parking programme will this year focus on the Willesley estate in Ashby de la Zouch with initial consultation and design work having been completed in quarter one and a Planning Application submitted. During quarter two we will be responding to feedback from the planning process and amending the design and completing the procurement of a delivery contractor. Initial design work has also commenced on the next phase of the off street parking programme looking at Thomas Road in Kegworth and The Biggin /Wakefield Court in Castle Donington and consultation will commence in quarter three once initial feasibility designs have been completed and approved.

- A communications plan has been completed to inform Landlords of Houses in Multiple Occupation (HMOs) on the new powers available to enforcement officers. This communication plan is part of a targeted campaign to ensure all Landlords that need a licence have applied.

Concerns have been raised by Kegworth Parish Council about the growing number of HMO's in the village and officers have been working collaboratively with the Parish Council to investigate whether an Article 4 Direction could be served meaning that proposed new HMO's would require planning permission. The Council will commission external advice on a proposed Article 4 Direction for Kegworth in quarter two.

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

- 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
- Provide targeted support for local business who may be impacted by HS2 and EU Exit

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Quarter 1 Performance

- A programme of joint visits between Environmental Health Officers and Business Focus Officers has been scheduled. Visits will begin in quarter two.
- Although the Resilient Heritage bid was not successful, a brief has been agreed with a heritage consultant specifically for Moira Furnace and, in June, Cabinet approved £20,000 to fund an options appraisal and a consultant has now been appointed to carry out the work.
- In June quarter one Business Focus launched a new £250,000 round of grant funding to support the growth of small and medium sized businesses across the District and within our towns and local centres. Through a series of grant programmes, eligible businesses will be supported to apply for grant funding between £500 and £25,000. In quarter one the Business Focus Team have received 4 formal applications for grant funding.
- In quarter one the Business Focus team contacted all relevant businesses to inform them of the details of the latest consultation on the 11 proposed refinements of the route, details of how business can respond and details of the HS2 consultation event at Ivanhoe College in Ashby in June 2019.

Following the Governments decision to extended the EU Exit deadline to October 31 2019, and discussions with partner organisations such as the LLEP, Chamber of Commerce and the Department for International Trade, Business Focus have continued to share information with businesses as provided by Government and signpost businesses to appropriate sources of specialist information. There has been engagement with food importers and exporters as well as companies around the airport on specific aspects and information will continue to be shared with businesses to assist them in preparations.

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

- Adopt and start to deliver the aspirations of the North West Leicestershire Economic Growth Plan 2019-21
- Working with our new leisure partner increase local employment, training and apprenticeships opportunities with a key focus on local supply chains in the construction of the new Coalville centre

Quarter 1 Performance

- In quarter one the draft North West Leicestershire Economic Growth Plan 2019 - 2021 was presented to Cabinet for comments and to seek approval to undertake stakeholder consultation. The Business Focus team led an online stakeholder consultation to obtain the views of key organisations with a involvement in the delivery of the plan. Subsequent meetings were set up with stakeholders to further explore the plan and make necessary amendments or additions. A final draft of the North West Leicestershire Economic Growth Plan 2019 - 2021 is now being published and will be presented back to Cabinet in September 2019 for approval.
- This work will commence during quarter four once planning consent and section 278 approvals are in place.

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'
- Expand of our Free Tree scheme
- Support towns and villages to develop an identity associated with the National Forest

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Quarter 1 Performance

- Recycle more... is a strategy and campaign which will run for years 2019/20, 2020/21 and 2021/22. The aim is to increase NWL's household recycling by 3% (1% over the next 3 financial years).

Recycle more was adopted by cabinet in April 2019 and recruitment for a Recycle More Officer started in May 2019. This role will support the communications, community engagement and social media for Recycle more. The successful candidate will join the Waste Services team in July 2019.

Recycle more will launch initiatives such as a trial of a new recycling container system with 250 households in September 2019 and a trial of a weekly food waste collection service with 2000 households this autumn.

"Recycle more...the tour" will be used to launch the campaign in August 2019.

- An action plan has been agreed and the campaign launch 'Breaking the Cycle' will be held in conjunction with the Morrison's roadshows that will take place by the end of quarter two.
- Free Tree scheme to start in quarter three.
- Work to support communities to develop identities relating to the National Forest is linked to the NWL Tourism Strategy - a draft strategy has been prepared which is being progressed to the final draft for adoption in quarter three. Initial conversations have commenced with the National Forest Company, this is part of our on-going relationship with them and the identification of opportunities that can be progressed with them and partners. Current conversations related to Moira Furnace (Moira) and master planning and investments in Conkers. Coalville and Ashby de la Zouch remain priority settlements for this work and NWLDC has provided funding to support the work in Ashby.

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

- Sponsor the National Forest Company's international Timber Festival in 2019 and 2020
- Support private householders to improve the energy efficiency of their homes and help those in greatest need to access Government grants for affordable warmth
- Complete the installation of 400 air source heat pumps in council homes and assess tenant satisfaction
- Run an electric car charging point pilot in the Ashby

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Quarter 1 Performance

- A sponsorship agreement form and service level agreements for financial support has been produced as a start to this work.
- We have continued to operate our local ECO flex scheme in partnership with Harborough Energy. The scheme provides home owners in North West Leicestershire and those renting from landlords with an easy and wider access to national funding for loft and cavity wall insulation. In quarter one, 6 households have received insulation measures and a further 2 have been referred for support to access funding. Leicestershire County Council are in the process of creating their own scheme linked to the Warm Homes Scheme, and we may refocus our efforts around promoting this option as soon as we have more details of the new scheme. For affordable warmth grants we continue to refer into the County's Warm Homes Scheme via First Contact. Through our Collective Switch scheme for locating new energy suppliers 24 people switched in May 2019 with average savings of £232 for new switchers.
- The Air Source Heat Pump programme is progressing with 31 installations in quarter one with 95% positive customer satisfaction feedback. The need to seek planning approval for these installations has slowed the rate of completion whilst we adjusted our approach to incorporate this. We still intend to complete this phase of the project in quarter three as planned. We are also evaluating an extension of the programme to incorporate additional heat pump installations to replace electric storage heaters in on gas areas where we had previously been planning to install gas systems. This evaluation will be completed in quarter two and if approved, the installation would commence in quarter four upon completion of the original programme.
- The data from the pilot in Ashby car park will be analysed as part of the Car Parking Service review currently taking place. This analysis will inform the roll out of further electrical charging points in the district. The findings from the review including this area of work will be taken to Cabinet in November 2019.

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.

Performance indicator 2019/20	Actual	Target	RAG	Commentary
<ul style="list-style-type: none"> Amount of income generation from the sale of Legal Services 	£35,819	£32,670	★	<ul style="list-style-type: none"> Commercial work in progress (WIP) has now been billed from April 1 2019. Overall we are £3,149 ahead of target.
<ul style="list-style-type: none"> Percentage of rent loss 	0.62%	0.75%	★	<ul style="list-style-type: none"> The cumulative performance is 0.62% which in monetary terms is £27,373.25
<ul style="list-style-type: none"> Amount of spend on agency workers is reduced to £1m in 19/20 	£255,690	£250,000	★	
<ul style="list-style-type: none"> Percentage of Council Tax Collected (in year target) 	28.5%	28.8%	★	
<ul style="list-style-type: none"> Percentage of National Non Domestic Rates (in year target) 	32%	28.7%	★	<ul style="list-style-type: none"> There are some medium sized business that haven't paid this years liability and summonses have now been issued.
<ul style="list-style-type: none"> Amount of days taken to process new claims 	15	20.3	★	
<ul style="list-style-type: none"> Percentage of rent collected from commercial tenants 	98%	97%	★	

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.

Performance indicator 2019/20	Actual	Target	RAG	Commentary
<p>106</p> <ul style="list-style-type: none"> Percentage of commercial units occupied per annum 	84%	88%		<ul style="list-style-type: none"> Following the adoption of an ambitious target to reduce the vacancy rate on our commercial units during 2019/20, there were five unexpected tenancy terminations in quarter one, one of which was our largest unit at Whitwick Business Centre. Two of the terminations were as a result of transfers to larger units within our commercial portfolio, representing a net increase in rental income. A marketing plan will be launched in quarter two to promote the availability of units and we will be securing the support of an external agent to promote availability. We have had feedback from some prospective tenants regarding the quality of some of our available units not being of the standard they require and this will be considered as part of a review of our commercial portfolio which will follow the adoption of our Corporate Asset Management Strategy in quarter three.
<ul style="list-style-type: none"> Amount of turnover achieved from in house repairs team at least £5.2 million 	£1,098,619	£1,300,000		<ul style="list-style-type: none"> The forecast profile for income levels generated by the in house repairs team made assumptions about the speed of mobilising our Home Improvement Team that have proved to have been optimistic. In particular, recruitment challenges for certain trades (electricians, roofers and plumbers) has delayed the commencement of some work streams, deferring income to later quarters in the year. The annual turnover target remains achievable and would represent a significant increase from the previous year.

Supporting Coalville to be a more vibrant, family friendly town

Our aims

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

Performance indicator 2019/20	Actual	Target	RAG	Commentary
<ul style="list-style-type: none"> Number of people attending Coalville events organised 	6,500	6,200	★	<ul style="list-style-type: none"> This includes 5,700 people who attended Picnic in the Park.
<ul style="list-style-type: none"> Number of events delivered in Coalville 	3	3	★	<ul style="list-style-type: none"> Ashby Arts Festival, Coalville May Fair and Music and Picnic in the Park .
<ul style="list-style-type: none"> Number of visitors/tourists spending is increased by 2% across the District 	N/A	2%	—	<ul style="list-style-type: none"> This information will be reported in quarter four using a nationally recognised data source which is collected annually.
<ul style="list-style-type: none"> Shop vacancy rates in the Belvoir Centre are more positive than the national average. 	N/A	2%	—	<ul style="list-style-type: none"> This data will be reported in quarter four using national statistics.

Our communities are safe, healthy 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

Performance indicator 2019/20	Actual	Target	RAG	Commentary
• Number of online accounts	18,161	22,500 (annual)	—	• Actual is on track to meet annual target
• Number of online forms submitted (transactions)	6,311	N/A	—	• This figure is variable based on customer demand. We are working on how we might express this as % of overall contact, to measure the increase in digital uptake and will report on this basis, in subsequent quarters.
• Percentage of customer satisfaction (Customer Services)	98%	92%	★	
• Number of overall usage at Hermitage Leisure Centre	N/A	139,667	—	• During quarter one, our leisure partner, Everyone Active, have been embedding and configuring systems and processes to ensure that usage reporting is aligned to the reporting previously undertaken by NWLDC. There are no figures for quarter one and these will be reported in quarter two.
• Number of overall usage at Hood Park Leisure Centre	N/A	118,038	—	• During quarter one, our leisure partner, Everyone Active, have been embedding and configuring systems and processes to ensure that usage reporting is aligned to the reporting previously undertaken by NWLDC. There are no figures for quarter one and these will be reported in quarter two.
• Percentage of high risk ASB cases recorded and actioned within 48 hours	100%	100%	★	

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

Performance indicator 2019/20	Actual	Target	RAG	Commentary
<ul style="list-style-type: none"> • Percentage of major residential development schemes scoring / performing positively 	100%	90%		<ul style="list-style-type: none"> • Performance on major planning applications is now reported to take into account the Governments Improving Planning Performance – Criteria for designation (special measures) which allows applications determined with extension of time agreements to be included in the 13 week figures. Performance on major applications in quarter one was 100% with 11 majors out of 11 determined within 13 weeks or with an extension of time. This is significantly above the national performance target of 60% • Performance on minor planning applications is now reported to take into account the Governments Improving Planning Performance – Criteria for designation (special measures) which allows applications determined with extension of time agreements to be included in the 8 week figures. Performance on minor applications in quarter one was at 90.00%. This is significantly above the national performance target of 65% • Performance on other planning applications is now reported to take into account the Governments Improving Planning Performance – Criteria for designation (special measures) which allows applications determined with extension of time agreements to be included in the 8 week figures. Performance on other applications in quarter one was at 85.00%. This is comfortably above the national performance target of 80%
<ul style="list-style-type: none"> • Percentage of major planning applications determined within 13 weeks 	100%	75%		
<p style="text-align: center;">109</p> <ul style="list-style-type: none"> • Percentage of minor planning applications determined within 8 weeks 	90%	80%		
<ul style="list-style-type: none"> • Percentage of other planning applications determined within 8 weeks 	85%	85%		

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

Performance indicator 2019/20	Actual	Target	RAG	Commentary
<ul style="list-style-type: none"> Percentage of all repairs completed within target 	97.36%	94%	★	<ul style="list-style-type: none"> Consistently strong performance in completing repairs on time is driving up customer satisfaction levels with the service, as will be evidenced by the STAR tenant satisfaction survey results which will be shared in quarter three.
<ul style="list-style-type: none"> Length of time taken (days) to repair empty homes to lettable standard <p>110</p>	18.95	23.00	★	<ul style="list-style-type: none"> A positive quarter one has seen excellent performance levels for empty homes, well below target. There have been some quality issues with a small number of completed properties which are under investigation and a review of our “empty homes standard” has commenced. The tenants’ Landlord Services Working Group is leading this process, through which we will review the balance between time taken to re-let and the quality of the new home offered.

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

Performance indicator 2019/20	Actual	Target	RAG	Commentary
<ul style="list-style-type: none"> Number of jobs in the tourism sector is increased in the District 	N/A	2%	—	<ul style="list-style-type: none"> Annual target, to be reported in quarter four.
<ul style="list-style-type: none"> Number of food businesses improving hygiene standards 	3	3	★	<ul style="list-style-type: none"> In addition to the food hygiene inspection programme, a programme of follow up visits to businesses previously rated as 0 1 or 2 using the national food hygiene rating scheme has commenced. This work will continue with the aim of securing improved compliance at a minimum of fifteen food establishments. One food establishment improved their hygiene rating from 1 to a 5. Two further food businesses rated as a 1 changed ownership with standards improving.
111 <ul style="list-style-type: none"> Number of business enquires received and supported 	53	25	★	<ul style="list-style-type: none"> For quarter one we had the following business enquiries - 46 new enquiries and 7 repeat enquiries totalling 53. Of these we had 12 business start-ups, 8 women and 4 men and 5 of these have been referred to the Women In Self Employment programme. The team followed up on 43 of these enquiries with more detailed responses. We recorded the most demand for start-up support, Enterprising NWL funding and shop front funding.
<ul style="list-style-type: none"> Value of Coalville shop fronts grant awards 	N/A	N/A	—	<ul style="list-style-type: none"> Coalville Frontage Improvement scheme launch delayed until Q2 due to capacity issues responding to the governments deadline to submit heritage action zone and to allow further works with appointed architects to make improvements to the grant application process.
<ul style="list-style-type: none"> Number of businesses supported - Market Towns business support programme 	4	0	★	<ul style="list-style-type: none"> Four market traders supported through the market towns business support programme.

Developing a clean and green district

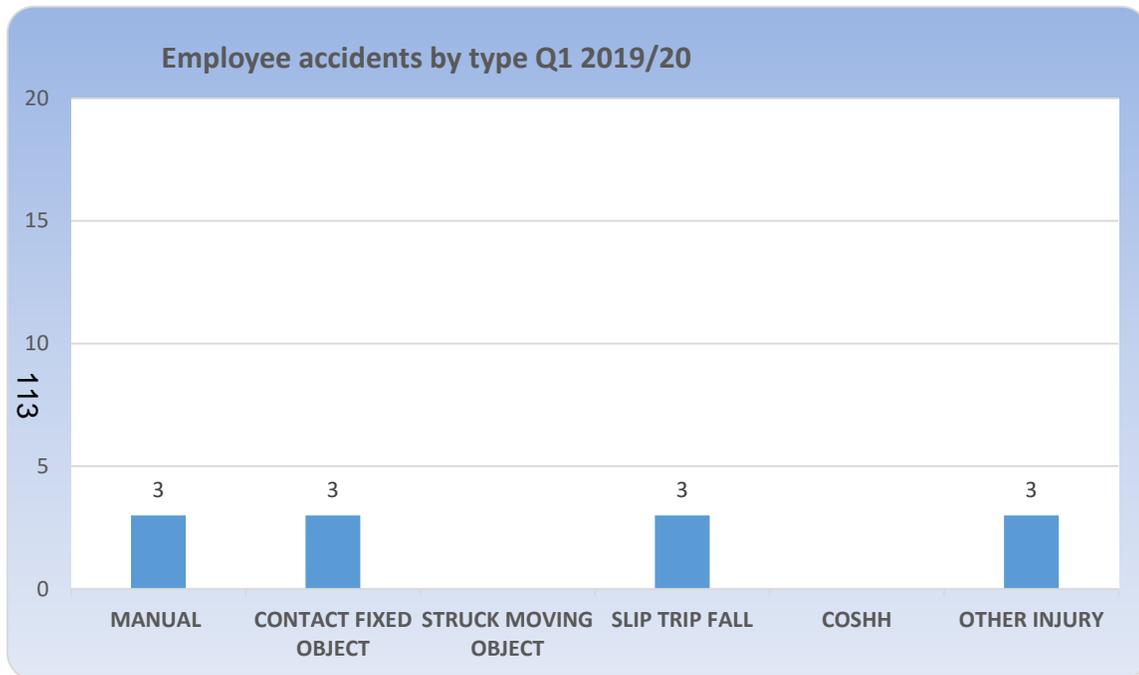
Our aims

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

Performance indicator 2019/20	Actual	Target	RAG	Commentary
<ul style="list-style-type: none">Number of trees delivered to the local community to expand the district's National Forest area	N/A	13,000	—	<ul style="list-style-type: none">This free tree scheme will start in quarter three.
<ul style="list-style-type: none">Percentage of fly tipping in district is reduced by 3% over the year	N/A	3%	—	<ul style="list-style-type: none">Annual target, to be reported in quarter four.
<ul style="list-style-type: none">Percentage increase on yearly recycling rate by 1%	N/A	1%	—	<ul style="list-style-type: none">Annual target, to be reported in quarter four.
<ul style="list-style-type: none">Amount in kgs of household waste sent to landfill per house, per year	119 kgs	125 kgs	★	

Health and Safety Report Q1 2019

- **Accidents** - there were 12 accidents to employees reported in the quarter, there were no RIDDOR reportable accidents. The 12 accidents lead to 2 periods of absence from work totalling 8 days, both employees are now recovered and have returned to work. We also had 1 near miss reported. All accidents were investigated and measures put in place to minimise re-occurrence.



- **Accidents statistics graph 2005 – 2019**

- As can be seen in the graph on the right, the average number of employee accidents have, since 2007, been stable at around 50 annually or approximately 1 per week. The Leisure Centres were transferred to Everyone Active on May 1 2019 so accidents to their employees or their visitors will be the responsibility of the Contractor from that date.

Health and Safety Report Q1 2019

- **Training** – So far in 2019/20 36 employees have attended “in house” Health and Safety training,
- **Legionella** Stringent procedures and testing provided during the first quarter of the year, ensured there were no reports of any bacterial ingress. Regular testing takes place, the regime includes the Main Council Offices, Sheltered Housing, Parks and sports pavilions throughout the district.
- **Fire**, A fire evacuation of the Council Offices took place in March. This was a false alarm. The nature of the evacuation highlighted some areas of training, and revision of procedures which were put in place.
- **Risk assessments** - To ensure full legal compliance, Senior Management must ensure we have *in written form*, suitable and sufficient risk assessments for any task they expect their staff to perform and to communicate safe systems of work to those who are at risk. In 2018/9 479 assessments were reviewed and there were new 39 assessments added to the portfolio. We are presently reviewing out safety procedures highlighted in the Health and Safety Audit Report.
- **Asbestos** –If there is any suspicion of asbestos being present, operatives are to immediately report to their line manager. Following this specialist contractors are used to manage arrangements for handling Asbestos according to agreed procedures.

Sickness Update

- 1.1 In Q1 (2019/20) there were 1095 FTE days lost due to sickness, equating to 2.41 days per full time equivalent (FTE) – this is comparable for the Q1 2018/19 (1079 FTE days lost). Projecting ahead, based on Q1 results, the annual absence rate will be 9.64 days lost per FTE against a corporate target of 8.0 days.
- 1.2 Community Services (3.40 days/FTE), Housing (2.85 days/FTE) and Economic Development (2.05 days/FTE) were the work areas with the highest levels of sickness in this quarter.
- 1.3 68% of sickness in Community Services was in Waste Services (442 days or 4.8 days per FTE) of which 85% was long term, lasting 10 more days. Housing Repairs and Maintenance accounted for more than 53% of all sickness in Housing, of which 77% was long term. Organisationally, 75% of all sickness was long term.
- 1.4 Due to the nature of the work back pain & musculo-skeletal (30%), Operation/Post op (27%) were the most common reasons for sickness in Waste Services. Similarly back pain & musculo-skeletal (33%) and operation/Post-op (25%) account for over half of all sickness in Housing Repairs and Maintenance.
- 1.5 Across the organisation musculo-skeletal accounted for over 26% of all sickness, almost half of it occurring in the waste services (47%). This was followed by stress (25%) and operation/post-op (21%) as the most commons reasons for sickness.

1.6 Table below illustrates total sickness as a percentage by reason:

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Sickness reason	Percentage of sickness by reason
Asthma - bronchitis - respiratory	2.53%
Back pain - sprain - strain - musculo- skeletal	26.01%
Blood conditions	0.18%
Cancer - malignancy	0.00%
Cold and Flu	7.66%
Debility - fatigue	0.09%
Ear nose & throat - dental	1.53%
Eye - ophthalmic	0.18%
Genito-urinary	0.04%

Gynaecological - obstetric	0.00%
Headache - migraine - neurological	4.62%
Heart - cardiovascular	4.29%
Infectious diseases	0.61%
Operation / Post Op	20.73%
Stomach - bowel - gastric - intestinal	6.02%
Stress - depression - anxiety - psychological (non-work related)	13.72%
Stress - depression - anxiety - psychological (work related)	11.79%

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- 1.7 In this quarter there were 8 members of staff with work-related stress. There does not appear to be a link between these instances. 6 out of the 8 employees have now returned to work. Senior HR Advisors are working closely with the two individuals to facilitate their return to work.
- 1.8 Out of the 29 employees on long term sick in Q1, 17 have returned back to work, either full-time or on a phased return and 2 have left the employment of the council. 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.
- 1.9 Completion of return to work interview forms across the Council was a rate of 90%. 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.
- 2.0 The Attendance Management Policy is currently under review. A number of benchmarking exercises have been carried out to ensure the new policy meets industry standard. One of the Senior HR Advisors is leading a focus group consisting of staff and managers in order to capture their input.

Management of Absence

Team

Choose a date range / period

All 10 selected ▼

30/06/2018

30/09/2018

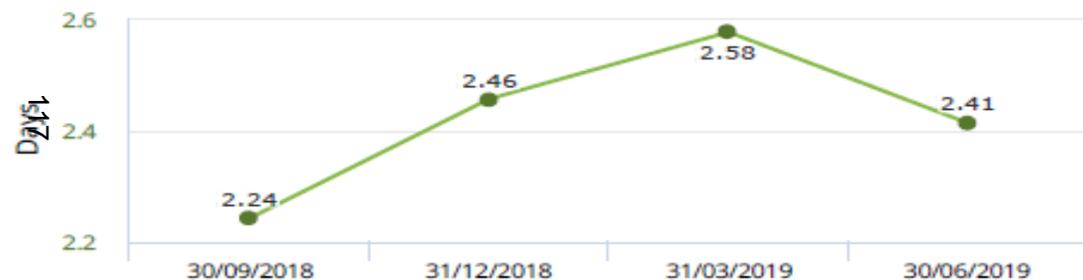
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31/03/2019

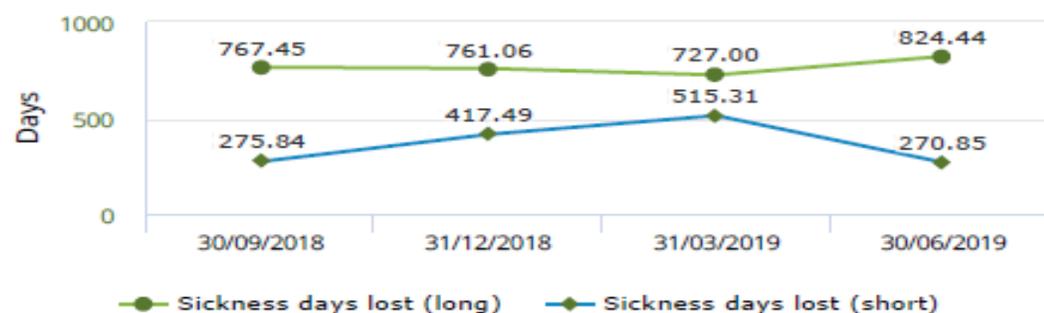
30/06/2019

Measure Name	All Directorates	Chief Executive	Community Services	Customer Services	Economic Regeneration	Finance	Housing and Property	HR & OD	Legal & Commercial Services	Planning & Infrastructure
Avg number of days lost per FTE	2.41	0.24	3.40	1.08	2.05	0.16	2.85	0.27	0.57	0.93
Number of FTE's	453.92	13.73	190.56	58.70	10.24	12.16	112.13	11.24	21.02	24.17
Sickness days lost (long)	824.44	0.00	544.76	12.26	20.00	0.00	247.42	0.00	0.00	0.00
Sickness days lost (short)	270.85	3.32	103.58	51.08	1.00	2.00	72.28	3.00	12.00	22.59
Total days lost in qtr	1,095.29	3.32	648.34	63.34	21.00	2.00	319.70	3.00	12.00	22.59

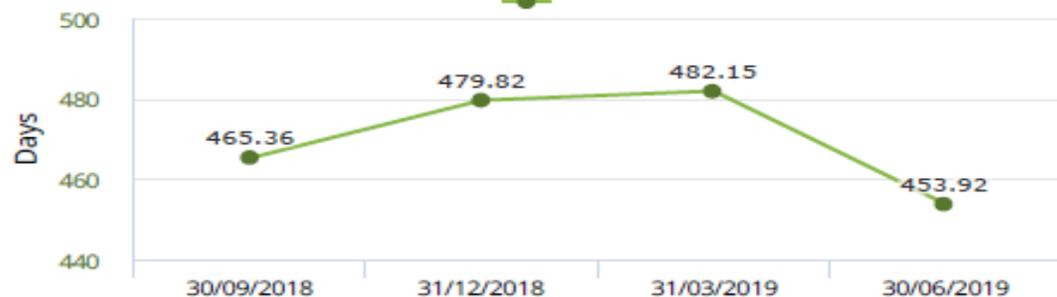
Avg number of days lost per FTE



Sickness days lost



Number of FTE days lost



Total days lost in quarter



Customer Feedback

Dates

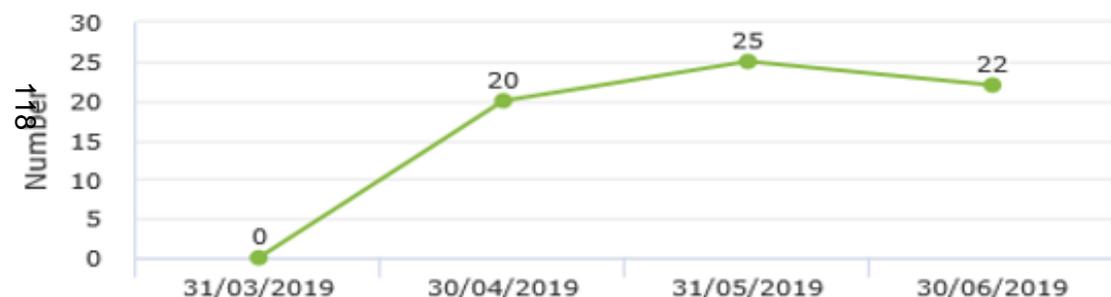
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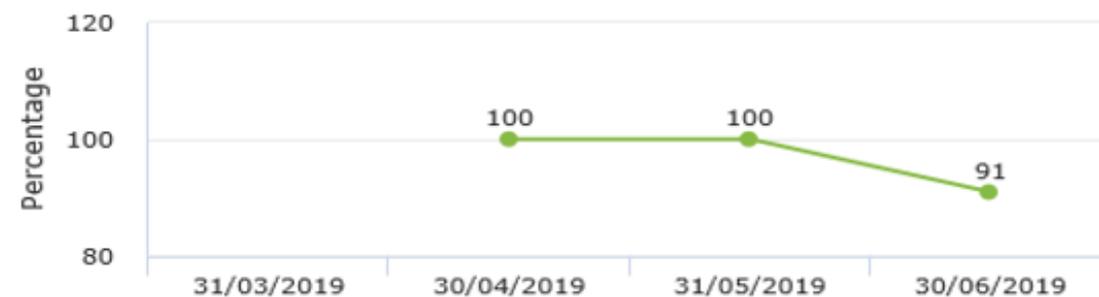
30/06/2019

Performance Indicator	Community Services	Customer Services	Economic Regeneration	Finance	Housing and Property	HR and Organisation Development	Legal and Commercial Services	Planning and Infrastructure
*PI003 - Number of compliments received	3	6	1	0	11	0	1	0
*PI004 - Number of ombudsman cases received	0	0	0	0	0	0	0	0
*PI005 - Percentage of stage 1 complaints responded to within 10 days	80	100	N/A	N/A	100	N/A	N/A	N/A
*PI006 - Percentage of stage 2 complaints responded to within 10 days	33	N/A	N/A	N/A	N/A	N/A	N/A	N/A
*PI007 - Percentage of MP enquiries responded to within 10 days	N/A	N/A	N/A	N/A	100	N/A	N/A	N/A

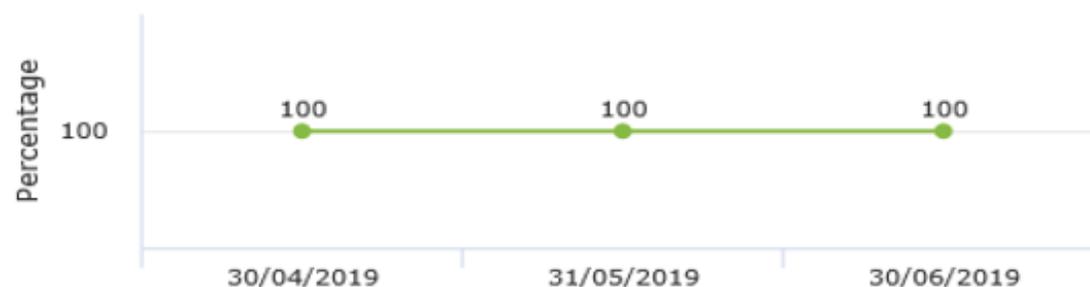
Number of compliments received



Percentage of stage 1 complaints responded to within 10 days



Percentage of MP enquiries responded to within 10 days



Customer Feedback

There were 5 stage one complaints for Community Services in June 2019, one complaint for Leisure Services responded to within 12 days. This was a complex issue and a notification letter was sent to the complainant.

There were 3 stage two complaints for Community services in June 2019, one complaint for Waste Services responded to within 14 days and one complaint for Environmental Health responded to within 11 days. These complaints were linked as they were sent by the same complainant, but dealt with by the service departments individually.

There has been a slight fall in the speed of response this quarter for both stage one and stage two complaints, however many of these correspond to more complex complaints, that have had slightly longer timelines agreed with the complainant in order to facilitate a thorough investigation and response. There is a low level of escalation from stage one to stage two, inferring a good level of resolution at the first stage. No complaints have been escalated to the Local Government Ombudsmen.

Work is underway for future quarters to improve the way in which the Council handles complaints. This aims to achieve increased responsiveness and also establish a strengthened relationship between customer feedback and complaints and the work that the Councils undertakes to improve services. This will result in a genuine relationship of customer feedback shaping the services that the Council provides.

Customer Service Call Centre Statistics

Dates

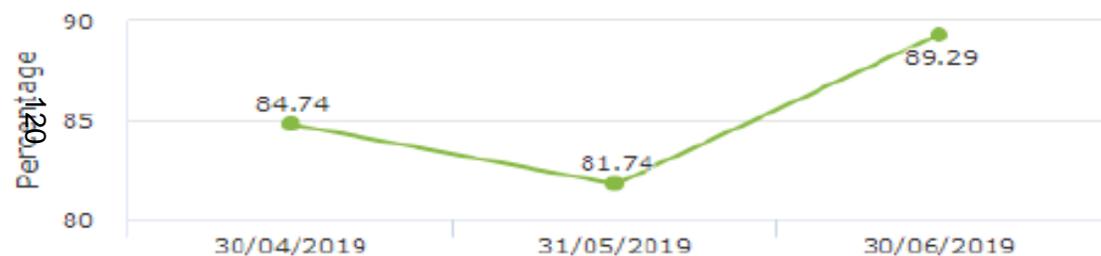
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31/05/2019

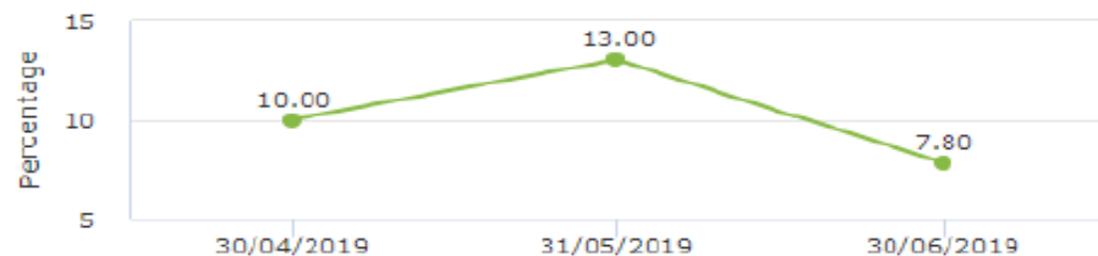
30/06/2019

Measure Name		Jun 2019
PI029 - Percentage of calls answered in the call centre	Actual	89.29
PI030 - Percentage of Call centre rate of abandonment	Actual	7.80
PI032 - Average amount of minutes a visitor has to wait before they are seen by Customer Services	Actual	5
PI226 - Amount of seconds for customer call waiting time average	Actual	43

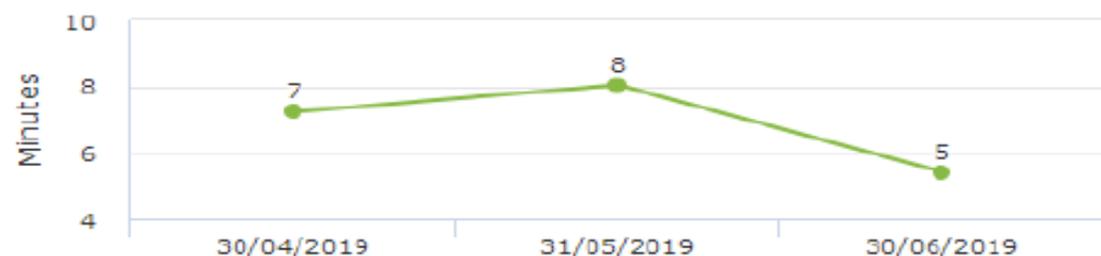
Percentage of calls answered



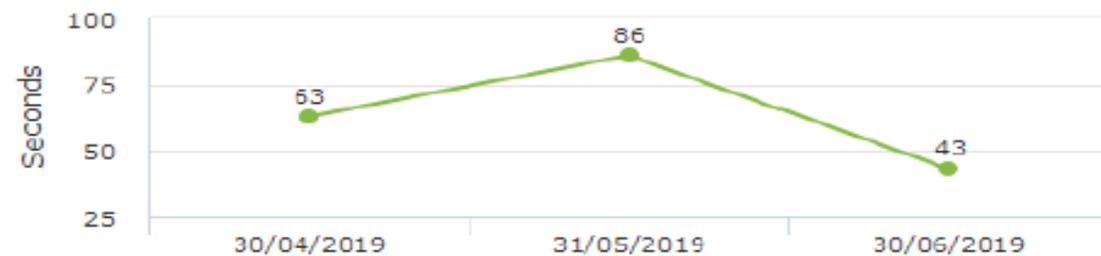
Percentage of calls abandoned



Amount of time a customer waits before being seen



Avg amount of seconds before a call is answered



Customer Service Call Centre Statistics

During May 2019 council tax recovery letters were sent out to customers. 1050 summons were issued in the first two weeks and in the last week 965 reminders were issued. This affected the overall result for calls and customer waiting time the month of May 2019.

It takes an average of 8 minutes 30 seconds to deal with a summons call against an average of 4 minutes 30 seconds for all types of call. The target is 7 minutes a customer has to wait before they are seen by Customer Services against an actual of 8 minutes for May 2019.

Finance

General Fund	Annual Budgeted Position	Q1 Annual Forecast Position	Forecast Variance
Budgeted Contribution to/(from) Reserves	£161,000	£322,000	£161,000

There has been adverse variances of £530k, of which £121k relates to a reduction in income, £312k in additional costs compared to the budget and a number of de-minimus variances of £97k. This is offset against favourable variances of £337k, of which additional income of £38k and reduction in costs of £299k. The net variances of £193k have been financed by £354k of additional business rates, with the remaining £161k being transferred to the General Fund balance. Explanations of the significant variances (over £50k) are detailed below.

Refuse and Recycling agency costs are forecast to be overspend by £87k, this is due to additional temporary workers required than originally budgeted due to levels of sickness absences.

Across the general fund there is forecast salary savings of £329k compared to budget due to a number of vacant posts across the authority.

The forecast outturn for business rates is an additional £354k compared to the budget. £150k relates to additional Section 31 grants received and £200k as a result of accounting differences, compared to the budgeted level stated in the council's NNDR1 return.

Housing Revenue Account	Annual Budgeted Position	Q1 Annual Forecast Position	Forecast Variance
Budgeted Surplus/(Deficit)	£1,418,000	£1,469,000	£51,000

The most significant variances for the HRA include: net savings of £64k from vacant staff posts, mainly from where we have avoided backfilling secondments into the New Housing System team (known as the Aareon Implementation Project) and £12k reduction in income due to rental income being forecast as £30k higher but service charge income being £37k lower than expected.

Special Expenses	Annual Budgeted Position	Q1 Annual Forecast Position	Forecast Variance
Net Expenditure	£536,000	£541,000	£5,000

The net cost of Special Expenses services are funded through Council Tax and Localisation of Council Tax Support Grant. Any over-spend is funded from Special Expenses reserves. The forecast position is a deficit of £1k that will be funded through reserves, compared to a budgeted surplus position of £4k (that was planned to be contributed to reserves).

Finance

General Fund Capital Programme	Annual Budgeted Position	Q1 Annual Forecast Position	Forecast Variance
Budgeted Expenditure	£15,234,000	£15,234,000	NIL

At quarter one, there are no slippages or variances to report for the General Fund Capital Programme. £889k has been spent during the quarter of which £400k related to an interim payment for the Coalville Leisure Centre. The expenditure is in line with anticipated spend and officers are currently reviewing the profiled spend for the remainder of the year. Other areas of significant expenditure during the quarter was £271k on refuse vehicles/vans and £167k on DFG Grants, which relates to the first quarterly payment to Blaby District Council.

Housing Revenue Account Capital Programme	Annual Budgeted Position	Q1 Annual Forecast Position	Forecast Variance
Budgeted Expenditure	£13,109,000	£9,263,000	£-3,846,000

During quarter one £1.2 million was spent and the current forecast expenditure for the year is £9.3m. This is £3.8 million below budget due principally to new build plans not yet being profiled over the multiple years of the new build programme, with £1.6m now forecast against an original budget of £5m. This profiling is currently underway and will allow the 2020/21 budget to more accurately reflect anticipated spending patterns.

Forecast outturn for the Home Improvement Programme is currently £3.1 million against a budget of £3.4 million. This reflects a significant improvement in our delivery of the programme on the previous year. Spend in quarter one was £617k, nearly matching the complete yearly outturn of £724k for the previous year.

Expenditure on the New Housing ICT System is expected to be £150k greater in this financial year than originally forecast budget. This is due to the timing of payments on the project, with less expenditure occurring in 2018/19 than originally planned. The overall cost of the project is not affected by these changes.

There has been no spend on estates improvement works in quarter one, which has a budget of £779k. However, in July 2019 Cabinet delegated authority to award contracts for some of our estate improvements works which will enable work to start on various projects. The provisional forecast for expenditure is £590k.

The Active Asset management, which includes the demolition of Woulds Court, Moira and Queensway House, Measham as well as work on repairing empty homes is currently forecasting a £114k underspend against a budget of £820k. This is largely because a £70k budget for professional fees has not been required yet.

As part of the budget process we set ourselves a target of achieving £400k of capital receipts, to help fund our programme of works. In July 2019 Cabinet approved the disposal of two vacant properties which will bring in a capital receipt of £275k towards this target.

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POLICY DEVELOPMENT GROUP – WORK PROGRAMME (as at 27/08/19)

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
September				
4 September 2019	2019/20 Q1 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development		
4 September 2019	Corporate Asset Management Strategy	Chris Lambert, Head of Housing and Property		
4 September 2019	Corporate Charging Policy A renewed policy for setting Council fees and charges	Tracy Bingham, Head of Finance		
4 September 2019	End of Year Report End of year report outlining progress against the 2018/19 Council Delivery Plan	Mike Murphy, Head of Human Resources and Organisational Development		
December				
11 December 2019	2019/20 Q2 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development		
January				
8 January 2020	Treasury Management Strategy Statement 2020/21 to 2022/23	Tracy Bingham, Head of Finance		15 Minutes
8 January 2020	2020/21 Capital Strategy	Tracy Bingham, Head of Finance		15 Minutes
8 January 2020	2020/21 - 2024/25 Draft Capital Programmes	Tracy Bingham, Head of Finance		15 Minutes

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
8 January 2020	2020 - 2025 Medium Term Financial Strategy	Tracy Bingham, Head of Finance		15 Minutes
8 January 2020	2020/21 Housing Revenue Account (HRA) Budget Proposals	Tracy Bingham, Head of Finance		
8 January 2020	Draft 2020/21 General Fund and Special Expenses Revenue Budgets	Tracy Bingham, Head of Finance		15 minutes
March				
11 March 2020	2019/20 Q3 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development		
July				
10 June 2020	2019/20 Q4 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development		

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, 23 August 2019. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on 24 September 2019 is 5pm Friday, 13 September 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 A Woodman	-	Community Services
Councillor R Ashman	-	Deputy Leader and Planning & Infrastructure	Councillor N J Rushton	-	Corporate
Councillor T Gillard	-	Business and Regeneration	Councillor R D Bayliss	-	Housing, Property & Customer Services

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
August 2019						
There are no meetings scheduled.						
September 2019						
2019 Air Quality Annual Status	Cabinet	Key	Public	24 September 2019	Councillor Andrew Woodman Tel: 07932 758555 andrew.woodman@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Report 2019 Air Quality Annual Status
NWL Economic Growth Plan 2019-21	Cabinet	Key	Public	24 September 2019	Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk Head of Economic Regeneration Tel: 01530 454752 mark.fiander@nwleicestershire.gov.uk	NWL Economic Growth Plan 2019-21
Coalville Frontages - Local Development Order	Cabinet	Non-Key	Public	24 September 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 Frontages - Local Development Order

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
List of local heritage assets: List of recreational buildings	Cabinet	Key	Public	24 September 2019	Councillor Robert Ashman Tel: 01283 561700 robert.ashman@nwleicestershire.gov.uk Interim Head of Planning and Infrastructure Tel: 01530 454668 chris.elston@nwleicestershire.gov.uk	Consultation responses List of recreational buildings List of local heritage assets: List of recreational buildings
Corporate Charging Policy	Cabinet	Key	Public	24 September 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Corporate Charging Policy
The transfer of a council asset to a local charity	Cabinet	Key	Public	24 September 2019	Councillor Andrew Woodman Tel: 07932 758555 andrew.woodman@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	The transfer of a council asset to a local charity
Safeguarding Update For 2018 to 2019	Cabinet	Key	Public	24 September 2019	Councillor Andrew Woodman Tel: 07932 758555 andrew.woodman@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Report Safeguarding Update For 2018 to 2019

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	Public	24 September 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
2019/20 Quarter 1 Performance Management Report	Cabinet	Key	Public	24 September 2019	Councillor Robert Ashman Tel: 01283 561700 robert.ashman@nwleicestershire.gov.uk Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk	Report 2019/20 Quarter 1 Performance Management Report
Future High Streets Fund Business Case Development	Cabinet	Key	Public	24 September 2019	Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk Head of Economic Regeneration Tel: 01530 454752 mark.fiander@nwleicestershire.gov.uk	Future High Streets Fund Business Case Development
October 2019						
There are no meetings scheduled						
November 2019						

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
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	12 November 2019	Councillor Andrew Woodman Tel: 07932 758555 andrew.woodman@nwleicestershire.gov.uk Head of Economic Regeneration, Head of Community Services Tel: 01530 454752, Tel: 01530 454832 mark.fiander@nwleicestershire.gov.uk, paul.sanders@nwleicestershire.gov.uk	Report and Minutes of Meeting Minutes of the Coalville Special Expenses Working Party
Market Rights	Cabinet	Non-Key	Public	12 November 2019	Councillor Andrew Woodman Tel: 07932 758555 andrew.woodman@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	None Market Rights
Tourist Destination Support	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	12 November 2019	Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk Head of Economic Regeneration Tel: 01530 454752 mark.fiander@nwleicestershire.gov.uk	Report Tourist Destination Support
December 2019						

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	Public	10 December 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
January 2020						
REVIEW OF DISCRETIONARY RATE RELIEF POLICY AND GUIDELINES	Cabinet	Key	Public	14 January 2020	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	REVIEW OF DISCRETIONARY RATE RELIEF POLICY AND GUIDELINES
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	14 January 2020	Councillor Andrew Woodman Tel: 07932 758555 andrew.woodman@nwleicestershire.gov.uk Head of Economic Regeneration, Head of Community Services Tel: 01530 454752, Tel: 01530 454832 mark.fiander@nwleicestershire.gov.uk, paul.sanders@nwleicestershire.gov.uk	Report and Minutes of the meeting Minutes of the Coalville Special Expenses Working Party
February 2020						
There are no items for this meeting						

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
3 March 2020						
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Public	3 March 2020	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
31 March 2020						
There are no items for this meeting						
April 2020						
There are no items for this meeting						
May 2020						
There are no meetings scheduled.						
June 2020						

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
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	9 June 2020	<p>Councillor Andrew Woodman Tel: 07932 758555 andrew.woodman@nwleicestershire.gov.uk</p> <p>Head of Economic Regeneration, Head of Community Services Tel: 01530 454752, Tel: 01530 454832 mark.fiander@nwleicestershire.gov.uk, paul.sanders@nwleicestershire.gov.uk</p>	Report and Minutes of the meeting Minutes of the Coalville Special Expenses Working Party