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Chief

Meeting **CABINET**  
 Time/Day/Date 5.00 pm on Tuesday, 10 November 2020  
 Location Remote meeting held using Microsoft Teams  
 Officer to contact Democratic Services (01530 454512)

### AGENDA

Item	Pages
<b>1. APOLOGIES FOR ABSENCE</b>	
<b>2. DECLARATION OF INTERESTS</b>	
Under the Code of Conduct members are reminded that in declaring disclosable interests you should make clear the nature of that interest and whether it is pecuniary or non-pecuniary.	
<b>3. PUBLIC QUESTION AND ANSWER SESSION</b>	
<b>4. MINUTES</b>	
To confirm the minutes of the meeting held on 20 October 2020	<b>3 - 6</b>
<b>5. ECONOMIC RECOVERY PLAN</b>	
Report of the Strategic Director of Place Presented by the Business and Regeneration Portfolio Holder	<b>7 - 54</b>
<b>6. ESTABLISHMENT OF COMPANY TO BE KNOWN AS 'EM DEVCO LIMITED'</b>	
Report of the Strategic Director of Place Presented by the Planning and Infrastructure Portfolio Holder	<b>55 - 82</b>
<b>7. BUILDING CONTROL - PROPOSAL FOR FUTURE SERVICE DELIVERY</b>	
Report of the Strategic Director of Place Presented by the Planning and Infrastructure Portfolio Holder	<b>83 - 96</b>

- 8. CHANGE OF APPROACH FOR CURRENT RENT ARREARS ENFORCEMENT**
- Report of the Strategic Director of Housing and Customer Services  
Presented by the Housing, Property and Customer Services Portfolio Holder **97 - 112**
- 9. MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY**
- Report of the Strategic Director of Place  
Presented by the Community Services Portfolio Holder **113 - 118**
- 10. AUTHORITY TO RECIEVE DELEGATION OF FUNCTION FROM HARBOROUGH DISTRICT COUNCIL FOR THE PROVISION OF A HR AND PAYROLL SYSTEM**
- Report of the Strategic Director of Housing and Customer Services  
Presented by the Corporate Portfolio Holder **119 - 124**
- 11. EXCLUSION OF PRESS AND PUBLIC**
- The officers consider that the press and public should be excluded during consideration of the following items in accordance with Section 100(a) of the Local Government Act 1972 as publicity would be likely to result in disclosure of exempt or confidential information. Members are reminded that they must have regard to the public interest test and must consider, for each item, whether the public interest in maintaining the exemption from disclosure outweighs the public interest in making the item available.
- 12. NWLDC COMBINED CCTV POLICY**
- Report of the Strategic Director of Place  
Presented by the Community Services Portfolio Holder **125 - 144**
- 13. 2020 CCTV MANAGEMENT TENDER**
- Report of the Strategic Director of Place  
Presented by the Community Services Portfolio Holder **145 - 148**

Circulation:

Councillor R Blunt (Chairman)  
Councillor R Ashman (Deputy Chairman)  
Councillor R D Bayliss  
Councillor T Gillard  
Councillor N J Rushton  
Councillor A C Woodman

MINUTES of a meeting of the CABINET held in the Remote meeting using Microsoft Teams on TUESDAY, 20 OCTOBER 2020

Present: Councillor R Blunt (Chairman)

Councillors R Ashman, R D Bayliss, T Gillard, N J Rushton and A C Woodman

In Attendance: Councillors

Officers: Mrs B Smith, Mr J Arnold, Mr A Barton, Mrs T Bingham, E Tomlinson, Mr T Delaney and C Colvin

### **32. APOLOGIES FOR ABSENCE**

No apologies for absence were received.

### **33. DECLARATION OF INTERESTS**

There were no declarations of interest.

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

No members of the public had requested to speak at the meeting.

### **35. MINUTES**

Consideration was given to the minutes of the meeting held on 29 September 2020.

It was moved by Councillor T Gillard, seconded by Councillor R Bayliss and

RESOLVED THAT

The minutes of the meeting held on 29 September 2020 be confirmed as an accurate record.

**Reason for decision:** To comply with the Constitution.

### **36. MINISTRY OF HOUSING, COMMUNITIES AND LOCAL GOVERNMENT - CONSULTATION ON PLANNING FOR THE FUTURE WHITE PAPER**

Councillor R Ashman presented the report, which outlined the suggested changes to the planning system in the recent Planning for the Future White Paper, and set out the Council's proposed response to the accompanying consultation.

It was noted that the Local Plan Committee had considered the Council's response to the consultation the previous week. The Local Plan Committee's suggested amendments to the responses had been agreed with officers and the minutes of their meeting circulated to Cabinet in the Additional Papers.

Members spoke in favour of the responses on the basis that the suggested changes to the planning system were in early stages and it was important to strike a balance between meeting the objectives of the government and being receptive to the needs of local needs and concerns.

It was moved by Councillor R Ashman, seconded by Councillor R Bayliss and

RESOLVED THAT

Cabinet responds to the consultation in respect of the Planning for the Future White Paper as set in questions 1 to 26 attached at Appendix A of the report, as amended by the minutes of the Local Plan Committee.

**Reason for decision:** To determine the Council's response to the consultation.

### **37. LOCAL PLAN REVIEW – DRAFT OBJECTIVE 4 (SUSTAINABLE TRANSPORT)**

Councillor R Ashman presented the report, which outlined a suggested change to Draft Objective 4 (Sustainable Transport) of the Substantive Local Plan Review since it had been considered by Cabinet on 23 July 2020. This was to reflect a change requested by Members of the Local Plan Committee in consultation with officers following their consideration of the Draft Objectives at their meeting on 29 July 2020.

Thanks were expressed to the Local Plan Committee, which in recent years had emerged as a well-run committee capable of constructively engaging with many complex issues.

It was moved by Councillor R Ashman, seconded by Councillor R Blunt and

RESOLVED THAT

Cabinet request the Local Plan Committee note the revised wording of Draft Objective 4 at paragraph 1.7 for inclusion in the next public consultation stage of the Substantive Local Plan Review.

**Reason for decision:** The preparation of the Local Plan is a Cabinet function.

### **38. FOOD SAFETY SERVICE DELIVERY PLAN 2020/21**

Councillor A Woodman presented the report, which requested approval for the Food Safety Service Delivery Plan 2020/21 and set out performance against the Delivery Plan for 2019/20.

Members spoke in approval of the various improvements in performance and standards of local establishments as set out in the report and praised the hard work of the Environmental Health team, particularly during the disruption caused by COVID-19.

It was moved by Councillor A Woodman, seconded by Councillor T Gillard and

RESOLVED THAT

- 1) That the Environmental Health Food Safety Service Delivery Plan 2020/21 appended to the report be approved.
- 2) That the performance and achievements in 2019/20 be noted.

**Reason for decision:** To approve the content of the Food Safety Service Delivery Plan 2020/21 as required by the Food Standards Agency.

### **39. REVIEW OF CORPORATE GOVERNANCE POLICIES**

Councillor N Rushton presented the report setting out a suite of Corporate Governance Policies, which were regularly reviewed and updated to ensure they remained clear and transparent. The Audit and Governance Committee had also reviewed these Policies at their meeting on 22 July 2020 for which the minutes were included as an appendix to the report.

Members believed it was important for transparency that reports setting out these policies were published to set out the work undertaken by the Council in these areas.

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

RESOLVED THAT

- 1) The comments from the Audit and Governance Committee at its meeting on 22 July 2020 be noted.
- 2) The Corporate Governance Policies listed in paragraph 2 of the report be approved.

**Reason for decision:** To ensure that the Council has an up to date suite of governance policies in place reflecting the law and best practice.

#### **40. EXCLUSION OF PRESS AND PUBLIC**

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

RESOLVED THAT:

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

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

#### **41. PAYROLL PROVISION SOFTWARE - AWARD OF CONTRACT IN EXCESS OF 5 YEARS**

Councillor N Rushton presented the report, as the proposal was to award a contract for the provision of payroll and HR services in excess of five years it was required to come to Cabinet for approval.

Members spoke in favour of the proposal to work with another Local Authority partner going forward.

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

RESOLVED THAT

Cabinet authorises the Award of Contract for the provision of payroll and HR services to MHR International Limited as detailed in the report.

**Reason for decision:** The Council wishes to award a contract for 5 years and 5 months so that the implementation phase can be initiated in time for an April 2021 'go live' date.

The meeting commenced at 5.00 pm

The Chairman closed the meeting at 5.17 pm

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## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 10 NOVEMBER 2020



<b>Title of Report</b>	<b>NORTH WEST LEICESTERSHIRE ECONOMIC RECOVERY PLAN</b>	
<b>Presented by</b>	Councillor Tony Gillard Business and Regeneration Portfolio Holder	
<b>Background Papers</b>	Draft NWL Economic Recovery Plan attached as appendix 1.	<b>Public Report:</b> Yes
		<b>Key Decision:</b> Yes
<b>Financial Implications</b>	The majority of the NWL Economic Recovery Plan will be delivered within existing council capacity and resources.	
	An additional staffing budget of £22,000 for a temporary six month post and an operational budget of £40,000 is being requested to be reallocated from the remaining £73,000 Business Grants Earmarked Reserve to coordinate support for businesses in our towns and local centres and independent retailers and to deliver a shop local campaign and a digital growth programme to support high street business trade online.	
	<b>Signed off by the Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	None	
	<b>Signed off by the Deputy Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	Where possible, the delivery of the NWL Economic Recovery Plan will be delivered through existing service capacity and reported through the relevant team service plans and against the Council Delivery Plan.	
	There is a current capacity and resource gap required to deliver some of the town centre recovery elements of the recovery. This will be met through the £22,000 salary costs for a temporary six month contracted post and an operational budget of £40,000 set out in the report.	
	Delivery will be overseen by the NWL Economic Recovery Cell and updates provided to the NWL Recovery Coordination Group and the Portfolio Holder for Business.	
	The actions identified within the recovery plan are delivered by a number of different service areas from across the Council. Members Recovery Advisory Group, the Recovery Coordination Group, Heads of Service and Team Managers have been consulted on the development of the plan.	

	<p>A temporary 6 month internal secondment is currently being sought to provide additional capacity to support the recovery and reopening of our towns and local centres in response to the pandemic.</p> <p>It may be necessary to temporarily redeploy staff to different service areas to respond to the changing economic environment and the needs of our businesses, residents and communities.</p> <p>In such circumstances, the chair of the NWL Economic Recovery Cell will coordinate any redeployment with Human Resources and the line manager of any staff subject to temporary redeployment in line with redeployment procedures.</p> <p><b>Signed off by the Head of Paid Service: Yes</b></p>
<b>Purpose of Report</b>	To seek Cabinet comments on the draft NWL Economic Recovery Plan as set out in this report.
<b>Reason for Decision</b>	To seek Cabinet approval for the recommendations set out within the report.
<b>Recommendations</b>	<p><b>THAT CABINET:</b></p> <p><b>1. REVIEWS AND APPROVES THE NORTH WEST LEICESTERSHIRE ECONOMIC RECOVERY PLAN.</b></p> <p><b>2. REALLOCATES £62,000 FROM THE BUSINESS GRANTS EARMARKED RESERVE TOWARDS SUPPORTING BUSINESSES IN OUR TOWNS AND LOCAL CENTRES TO IMPROVE THEIR DIGITAL FOOTPRINT.</b></p> <p><b>3. DELEGATES AUTHORITY TO THE STRATEGIC DIRECTOR OF PLACE IN CONSULTATION WITH THE PLANNING AND INFRASTRUCTURE PORTFOLIO HOLDER AND THE BUSINESS AND REGENERATION PORTFOLIO HOLDER TO REVIEW AND UPDATE THE PLAN, TO RESPOND TO THE CHANGING ECONOMIC ENVIRONMENT AND TO REFLECT THE EMERGING REGIONAL AND NATIONAL RECOVERY STRATEGIES TO BE PUBLISHED IN 2021.</b></p>

## 1.0 INTRODUCTION

- 1.1 In January 2020 the first cases of the Coronavirus were reported in the UK. In the following months the UK experienced a series of measures and restrictions to the movement of people to help control the spread of the virus. The necessary restrictions limited business trade and many sectors began to experience trading difficulties and experienced a hit on cash flow. In March 2020 the government announced a



programme of emergency state support for businesses as some businesses were required to close and staff were asked to work from home.

- 1.2 During the pandemic, the council maintained support services for businesses and facilitated the delivery of government grant programmes to support local businesses.
- 1.3 The Government have announced plans for a national economic recovery plan and the Leicester and Leicestershire Enterprise Partnership (LLEP) will be initiating an emerging Leicestershire-wide economic recovery plan. However, we believe there is also a parallel requirement to produce a local economic recovery plan for North West Leicestershire which meets the specific immediate needs of our businesses and communities.
- 1.4 This report introduces the draft North West Leicestershire Economic Recovery Plan (the plan) which lays out the Council's immediate, short and medium term plan of action to help support local economic recovery in response to the Coronavirus outbreak. A working draft of the plan is attached to this report as Appendix A.
- 1.5 The plan has been prepared to align to the draft Leicestershire LLEP recovery plan to reflect how the actions being delivered locally contribute to the recovery and resilience work being initiated across Leicester and Leicestershire. In the attached NWL Economic Recovery Plan, each individual action delivers against the key outcome and is cross referenced to indicate where it contributes to the delivery of the LLEP recovery plan.
- 1.6 This report and the attached plan were presented to Community Scrutiny for comments on 28 October 2020. Members of scrutiny debated the paper making constructive observations and supported the recommendations set out in this Cabinet paper.

## **2.0 BACKGROUND AND CONTEXT**

- 2.1 Having focused on an immediate response to support businesses and communities since the national lockdown in March, in May 2020 the council set up a number of cells to respond to the recovery of the pandemic. The Economic Recovery Cell was formed and began to formulate the foundations for the NWL Economic Recovery Plan.
- 2.2 The plan sets out a programme of deliverable actions for the Council to respond to the crisis and help contribute to build our economy back strongly and more resilient. It aligns activities to mitigate against the impacts on hardest hit places, communities and businesses.
- 2.3 The plan will outline the immediate and short-term actions of the Council. However, it is important that the work plan remains fluid to respond to the changing needs of our communities in response to the changing environment resulting from Covid 19 and to adapt to new national and regional programmes of support as they are released.

## **3.0 ECONOMIC RECOVERY PLAN OUTCOMES**

- 3.1 The plan includes a series of key actions that contribute to the delivery of 9 outcomes. These outcomes stemmed from the early Leicestershire Economic

Recovery Cell planning and have since been modified to reflect the recovery work of the draft LLEP economic recovery plan.

3.2 The NWL Economic Recovery Plan outcomes, along with some examples of the associated actions, are listed in table 1 below:

Table 1.

Outcomes	Example actions
1) Support individuals during hardship	Redundancy support for residents and businesses.
	Support for job seekers to access local and regional virtual Job Fairs.
2) Administration of government grants to businesses and individuals	Support for businesses to access grants and funding
	As a council introduce measures to support businesses cash flow
3) Provide a link between representatives of local businesses and agencies that support economic development	Support for local businesses in readiness for the UK's exit from the European Union
	Refer local businesses to support from organisations such as the Chamber of Commerce and Federation of Small Business.
4) Deliver local programmes of support to new and start-up businesses to stimulate economic recovery	Provide first point of contact and 1:2:1 support for local businesses
	Provide direct support programmes such as support funding, business start-up advice and regulatory compliance.
5) Collate and monitor trends and data to understand and respond to changes in the economic climate	Prepare and supply regular economic intelligence at a local, regional and national level to assist in decision making.
	Map the commercial occupancy of towns and local centres across the NWL to monitor the changes on our high streets due to the impact of Covid 19 on local businesses.
6) Identify the impact on tourism and the tourism sector	Provide support for the tourism and hospitality sector in North West Leicestershire.
	Create and communicate more reasons to visit North West Leicestershire.
7) Supporting retail recovery and the reopening of the high streets post Covid 19	Develop a shop local campaign to encourage residents back into our town centres and to support local businesses.
	To promote and support retailers, corner shops, local networks and businesses providing essential services to local communities during the Coronavirus pandemic.
8) Work with education providers to identify opportunities for upskilling and training of individuals	Support the work of Stephenson College to promote apprenticeship opportunities, distance learning courses and upskilling support available to local residents and businesses.
	Ensure that partners provide support to adults and school aged leaving pupils through careers advice, apprenticeships and training.
9) Support measures that respond to infrastructure challenges	Ensuring residents and job seekers can access employment and training opportunities.

- 3.3 Further details and the specific actions that contribute towards these outcomes are set out within the plan.
- 3.4 It is intended that the plan will be reviewed and refreshed in early 2021 to reflect on the emerging national and regional recovery strategies currently being developed.
- 3.5 The UK Government are preparing a national recovery strategy expected to be published in January 2021 and The Leicester and Leicestershire Enterprise Partnership are preparing a Leicestershire-wide recovery plan. An early draft of the Leicestershire-wide recovery plan was consulted on in September 2020 with a final draft being produced in February 2021.

#### **4.0 CAPACITY IMPLICATIONS**

- 4.1 The actions identified within the plan will be delivered using existing NWLDC capacity where available. The NWL Economic Recovery Cell, have taken the lead role in preparing the plan and will be actively involved in facilitating its delivery and monitoring.
- 4.2 It is important to note that the delivery of the plan requires an ongoing commitment from our existing partner organisations. However, the uncertainty that the coronavirus brings may also impact on our partners ability to continue to work with the Council in the way they have previously.

#### **5.0 FINANCIAL IMPLICATIONS**

- 5.1 The majority of the NWL Economic Recovery Plan will be delivered within existing council capacity and resources.
- 5.2 In order to facilitate the delivery of the new towns and local centre support programmes set out in the plan, including the digital growth programme, an additional operational budget of £40,000 is being requested.
- 5.3 Additionally, a staffing budget of £22,000 for a temporary six month post is also requested to deliver support in respect of the Economic Recovery Plan.
- 5.4 It is proposed both requests are funded from the remaining Business Grants Earmarked Reserve where there is a £73k underspend. The residual £11k remaining of this reserve will be transferred unallocated reserve balances.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	<ul style="list-style-type: none"> <li>- Supporting Coalville to be a more vibrant, family-friendly town</li> <li>- Support for businesses and helping people into local jobs</li> <li>- Developing a clean and green district</li> <li>- Local people live in high quality, affordable homes</li> <li>- Our communities are safe, healthy and connected</li> </ul>
Policy Considerations:	Council Delivery Plan 2017-2020
Safeguarding:	No safeguarding considerations.
Equalities/Diversity:	No equalities/diversity considerations.
Customer Impact:	The attached NWL recovery plan sets out a series of actions to support residents and businesses through the Coronavirus pandemic.
Economic and Social Impact:	The attached NWL recovery plan sets out a series of actions to support residents and businesses through the Coronavirus pandemic.
Environment and Climate Change:	Detail any environment and climate change impact as a result of the decision.
Consultation/Community Engagement:	No direct community consultation has taken place. The plan was drafted reflecting on the emerging Leicestershire-wide recovery plan and in consultation with various NWL recovery groups, Corporate Leadership Team and representatives of the Extended Leadership Team.
Risks:	As part of its Corporate Governance arrangements, the Council must ensure that Risk management is considered and satisfactorily covered in any report put before elected Members for a decision or action.
Officer Contact	Barrie Walford Business Focus Manager <a href="mailto:Barrie.walford@nwleicestershire.gov.uk">Barrie.walford@nwleicestershire.gov.uk</a>

# North West Leicestershire Economic Recovery Plan - 2020

**Introduction:**

This document sets out North West Leicestershire District Council's immediate plan of action for economic recovery in response to the Coronavirus outbreak.

According to research from the Centre for Progressive Policy (CPP) published in April 2020 - "Which Local Authorities face the biggest immediate economic hit?", the analysis found that the economic impact of coronavirus will vary significantly across the country. The study identified that North West Leicestershire is expected to be the 18<sup>th</sup> highest hit local authority in the UK terms of decline in Gross Value Added.

We know that since the outbreak of the pandemic, NWL Universal Credit claimant count has increased by 168% since the outbreak in March 2020. It is also estimated that, as of June 2020, 16,000 North West Leicestershire employees had been furloughed – this equated to 355 people per 1,000 employed – the highest rate in the East Midlands. Whilst it is not known what the impact of the furlough scheme ending in October will be, it is anticipated that many further redundancies will arise when the scheme ends.

Against the backdrop of job losses, one of the District's key sectors, logistics, has seen a surge in activity which has resulted in many new job opportunities being created during the Pandemic as online shopping increases. The district has also seen continued new investment and growth within the sector.

This plan provides a programme of actions for the Council to respond to the crisis and help build our economy back strongly and more resilient. It aligns activities to mitigate against the impacts on hardest hit places, communities and businesses and continues to enable emerging new opportunities by supporting town centres, businesses, those at risk of redundancy whilst maintaining support for new investment and growth.

↳

The Government will initiate a national economic recovery plan and the Leicester and Leicestershire Enterprise Partnership will initiate a Leicestershire-wide economic recovery plan. However, there is also a parallel requirement to produce a local economic recovery plan for North West Leicestershire which meets the specific needs of our businesses and communities. We will ensure that local impacts of Covid-19 on local businesses, residents and town centres are fed into the Leicestershire-wide economic recovery plan.

The plan will outline the immediate and short-term actions of the North West Leicestershire District Council. However, it is important that the plan remains fluid to respond to the changing needs of our communities in response to the changing environment resulting from Covid 19 and to adapt to new national and regional programmes of support as they are released.

This first iteration of the NWL Economic Recovery Plan sets out activities that will support the wider economic recovery of the district through business support, business growth, business start-up activity, access to advice and finance, access to employment, reskilling and training, supporting towns and local centres, collecting and sharing intelligence and shaping emerging strategies, policies and programmes for the benefit of NWL.

This plan will need to be reviewed and refreshed in early 2021 to reflect on the emerging national and regional recovery strategies currently being developed.

The UK Government are preparing a strategy for recovery. A draft of the strategy is expected to be published in January 2021. The UK Strategy for recovery will be built upon five roundtables: 1) Green Recovery, 2) Increasing Recovery, 3) Backing new businesses, 4) Future of Industry and 5) UK open for business.

The Leicester and Leicestershire Enterprise Partnership, together with the Leicestershire Economic Recovery Cell, are jointly preparing a Leicestershire-wide recovery plan which will influence the emerging UK Strategy for recovery.

In September 2020, the LLEP published a first working draft Covid-19 Economic Recovery Action Plan for Leicester and Leicestershire. The LLEP's working draft plan is structured around the five LIS Foundations, 1) People, Employment and Skills 2) Business Environment and Business Support 3) Ideas, Innovation and Entrepreneurship 4) Place and 5) Infrastructure. This NWL Economic Recovery Plan has since been amended to mirror the structure of the LLEP plan.

A final draft of the LLEP recovery plan will be consulted on in December 2020 with a final draft to be produced in February 2021.

This NWL Economic Recovery Plan sets out actions that deliver against a key recovery outcome and is also cross referenced to indicate where it contributes to the delivery of the emerging Leicester and Leicestershire recovery plan.

The NWL Economic Recovery Cell are a consultee for the Leicestershire Economic Recovery Cell and will assume responsibility to review the preparation and adoption process of both the regional and national recovery strategies. The Cell will then coordinate any necessary refresh of our local recovery strategy and, if required, will re-engage with the councils Extended Leadership Team should the regional and national strategies impact on their service areas.

**NWL Economic Recovery Plan Outcomes:**

- 1) Support individuals during hardship
- 2) Administration of government grants to businesses and individuals
- 3) Provide a link between representatives of local businesses and agencies that support economic development
- 4) Deliver local programmes of support to new and start-up businesses to stimulate economic recovery
- 5) Collate and monitor trends and data to understand and respond to changes in the economic climate
- 6) Identify the impact on tourism and the tourism sector
- 7) Supporting retail recovery and the reopening of the high streets post Covid 19
- 8) Work with education providers to identify opportunities for upskilling and training of individuals
- 9) Support measures that respond to infrastructure challenges



**Reporting and delivery:**

This recovery plan has been drafted in consultation with team managers, heads of service and input from the Recovery Members Advisory Group to ensure that the plan reflects the recovery response being undertaken across all council service areas. This approach will help ensure consistency in the delivery and reporting of the Recovery Plan through team plans and the Council Delivery Plan.

The Council Delivery Plan contains details of the key actions and priorities of services areas where the council can have the most influence in supporting our communities and customers, whilst enabling economic recovery and continuing to support growth. The Delivery Plan states what the Council will do to achieve these things in the coming year and beyond. Despite the economic uncertainty brought about by the coronavirus pandemic, our plans and priorities are underpinned by a balanced budget, a constant focus on value for money, local income generation and a prudent approach to future challenges to our funding and expenditure.

Where possible, the delivery of the NWL Economic Recovery Plan will be delivered through existing service capacity and reported through the relevant team service plans and against the Council Delivery Plan. Delivery will be overseen by the NWL Economic Recovery Cell and updates provided to the NWL Recovery Coordination Group and the Portfolio Holder for Business.

It may be necessary to temporarily redeploy staff to different service areas to respond to the changing economic environment and the needs of our businesses, residents and communities. In such circumstances, the chair of the NWL Economic Recovery Cell will coordinate any redeployment with Human Resources and the line manager of any staff subject to temporary redeployment.

The delivery of the Economic Recovery Plan will also require an ongoing commitment from our partner organisations. However, the uncertainty that the coronavirus brings may also impact on our partners ability to continue to work with the Council in the way they have previously.

**Performance Metrics:**

Detailed performance metrics will be dependent upon the specific interventions made through the work plan and are dependent on the data collection of partner organisations and different timescales for reporting metrics.

Working alongside the newly created Multi Agency Information Cell (MAIC), the NWL Economic Recovery Cell will look to capture key metrics that are important in monitoring through the immediate crisis, including:

Business support metrics – Source: Business Focus and the Leicestershire Growth Hub

Businesses supported through redundancy triage service – Source: DWP and the MAIC

Job losses by district and sector – Source: DWP and the MAIC

Known new investment and new jobs created – Source: Business Focus

Universal Credit claimants count – Source: Nomis and the DWP

Number of job vacancies – Source: LLEP

People not in employment, education or training (NEET) - Source: Leicestershire County Council

Apprentices furloughed or made redundant – Source: LLEP

Town and local centre retail occupancy – Source: Business Focus and Planning Policy

Throughout the pandemic, it is likely that new metrics and economic data will become available at national, regional and local levels. Experian have already been commissioned by the MAIC to collect and interpret economic data to better stand the impact of the Coronavirus on the Leicestershire economy.

The NWL Economic Recovery Cell, working alongside the MAIC, will monitor the available and emerging data as an indicator of future trends and adapt work plan to respond to opportunity and needs.

**Possible resource and capacity requests:**

- Additional staff capacity needed

1 FTE for an initial 6-month period To provide town centre management capacity to deliver a shop local campaign and deliver digital training for businesses in Coalville, to support businesses and retailers serving NWL local centres and to promote and support retailers and local businesses providing essential services to local communities during the Coronavirus pandemic.

- Additional budget needed

Subject to delivering a town centre support programme, a £40,000 budget would be required to provide operational funding to assist retail businesses in Coalville town centre, in NWL local centres and local village shops and also to deliver digital grants and digital training programme for retail businesses across NWL.

## Activity by NWL Economic Recovery Cell:

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
1.1	Support individuals during hardship	Chapter 1: People, Employment and Skills	<p>Ensuring sufficient redundancy support for residents and businesses resulting from Covid 19.</p> <p>Establish monthly meetings with Derbyshire and Leicestershire Department for Work and Pensions to monitor redundancies and redundancy response.</p> <p>Agree informal information sharing arrangements with local DWP offices regarding confidential information.</p> <p>Provide local intelligence on live or imminent redundancies into the Leicestershire Recovery Cell.</p> <p>Actively promote live local job opportunities and support for larger scale redundancies impacting on NWL residents.</p> <p><b>Lead Officer: Heather Bell</b></p>	<p>Inception meeting held with regional DWP's and agreed information sharing protocols of live information and fortnightly updates.</p> <p>Agreed informal information sharing arrangements with local DWP offices to seek client consent to share sensitive information with the NWL Economic Recovery Cell.</p> <p>Sharing best practices from Derbyshire on redundancy and recruitment service and supporting the establishment and launch of the Leicester &amp; Leicestershire Covid-19 Redundancy &amp; Recruitment Service. This service will support employers and individuals facing redundancy and assists claimants to access job opportunities.</p> <p>Meeting held on 25.08.20 with Futures Business Manager, who provide the National Careers Service Information, Advice &amp; Guidance to establish the level</p>	<p>Hosting monthly virtually catch ups with Derbyshire and Leicestershire DWP's.</p> <p>Leicester &amp; Leicestershire Covid-19 Redundancy &amp; Recruitment Service will provide monthly updates and report details of large-scale redundancies to the NWL Economic Recovery Cell.</p> <p>Share details of redundancies with other impacted Council services and external partners such as Customer Services, Housing, DWP and the CAB.</p> <p>Signpost business and residents impacted by redundancies to the Leicester &amp; Leicestershire Covid-19 Redundancy &amp; Recruitment Service.</p>	<p><b>Priority: High</b></p> <p>Complete with ongoing commitments</p>

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
				<p>of resource for local residents who have been made redundant.</p> <p>National Careers Service has been given more resource for careers advisors and will become a full partner in the Leicester Employment Hub from October.</p> <p>Protocols have been agreed to share redundancy intelligence information with BEIS, LLEP, RCG and NWL Members.</p>	<p>NWLDC will promote the National Careers Service provision on website and on social media.</p> <p>Establish metrics for recording the number of business accessing the redundancy triage and for the number of claimants in North West Leicestershire.</p>	
1.2 21	Support individuals during hardship	Chapter 1: People, Employment and Skills	<p>Ensure that residents and job seekers are aware of current and emerging job opportunities.</p> <p>Establish referral model for residents and job seekers to access local and regional virtual Job Fairs hosted by DWP and other partners.</p> <p>Consider options for a revised NWL jobs fair to support the seasonal recruitment need for local employers.</p>	<p>Established a referral mechanism using social media to signpost job seekers to live job vacancies and training opportunities.</p> <p>Actively promote virtual jobs fairs through the council website and social media.</p> <p>Supporting local employers to access and promote vacancies through local and regional jobs fairs.</p>	<p>Continue to work in partnership with DWP and other relevant agencies to ensure full support for both employers and employees.</p> <p>Continue to work with NWLDC Communications to promote job and career opportunities as they arise.</p> <p>Continue to consider the need for a virtual NWL jobs fair to support the seasonal recruitment</p>	<p><b>Priority: High</b></p> <p>Complete with ongoing commitments</p>

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
			<p>Promote job and training opportunities for residents through the council's website and social media.</p> <p><b>Lead Officer: Heather Bell</b></p>		need for local employers.	
1.3	Support individuals during hardship	Chapter 1: People, Employment and Skills	<p>Explore options for coordinating finance and debt advice and financial planning in consultation with key providers such as Citizens Advice.</p> <p>Identify resource and capacity to map and deliver debt recovery services in the District.</p> <p><b>Lead Officer: Katherine Bate</b></p>	<p>The council don't have an in-house money advice service, but residents and job seekers are referred to other sources of help from organisations such as the <a href="#">Money Advice Service</a>, <a href="#">Step Change</a>, <a href="#">Citizens Advice</a> and the <a href="#">National Debt Line</a>.</p> <p>Detail have been published on the council website.</p>	Continue to refer and job seekers in need of financial advice to the support services available.	<p><b>Priority: Medium</b></p> <p>Complete - with ongoing commitment</p>
1.4	Support individuals during hardship	Chapter 1: People, Employment and Skills	<p>Continue to support and promote local training opportunities delivered by partner organisations such as Stephenson College and the Princes Trust.</p> <p>Refer businesses and residents into training opportunities provided by local employers such as the</p>	<p>Promote the availability of virtual training and advice support programmes being delivered through partner projects such as 'Work. Live. Leicestershire (WiLL)', Princes Trust – 'Get Into' programmes, Leicestershire Adult Learning, DWP Sector Based Work Academies and other partners.</p>	<p>Continue to refer employers and job seekers into locally available training support and advice.</p> <p>Maintain regular communication to monitor changes in the Airport Academy training following the</p>	<p><b>Priority: Medium</b></p> <p>Complete - with ongoing commitment</p>

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
23			<p>East Midlands Airport Academy and the emerging opportunities at the Mercia Park development.</p> <p><b>Lead Officer: Heather Bell / Communications</b></p>		<p>furlough of the academy staff.</p> <p>Continue to work alongside IM Properties to make training and work experience opportunities from the Mercia Park development available to job seekers.</p> <p>Identify additional capacity to monitor changes in training opportunities and update our communications to residents and businesses via our website and social media.</p>	
1.5	Support individuals during hardship	Chapter 1: People, Employment and Skills	<p>Continue to promote Disability Confident and Open Recruitment practices with local employers to ensure that those residents furthest from the labour market can still access employment and training opportunities.</p> <p><b>Lead Officer: Heather Bell</b></p>	<p>Encourage new and existing companies to adapt recruitment policies and change hours of work and shift patterns to create a more flexible working practice.</p> <p>Support the Department for Work and Pensions (DWP) in recruiting additional businesses to become Disability Confident employers and to provide mentoring for individuals furthest from the labour market.</p>	<p>Work with companies such as XPO at SEGRO who are actively looking to recruit new staff with a variety of disabilities and are adapting their work environment to accommodate the special needs of future staff.</p> <p>Use successful case studies to encourage</p>	<p><b>Priority: Low</b></p> <p>Ongoing</p>

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
				Assist the DWP by marketing virtual open recruitment events.	other local companies to recruit staff with additional needs.  To monitor open recruitment activity and where possible report good practice and outcomes.	
1.6 24	Support individuals during hardship	Chapter 1: People, Employment and Skills	Review options for localised delivery of the governments Kickstart Scheme.  <b>Lead Officer: Barrie Walford</b>	The Council have agreed to work with the East Midlands Chamber of Commerce to collaborate on a joint KickStart webinar for local businesses. The webinar will help promote the scheme to local businesses and is designed to help prevent young people from becoming NEET and facing long term unemployment.	To continue to promote the governments Kickstart scheme to businesses and eligible job seekers and signpost to local intermediaries such as the Chamber of Commerce and the Federation of Small Business.	<b>Priority: Medium</b>  <b>Ongoing</b>
1.7	Support individuals during hardship	Chapter 1: People, Employment and Skills	Continue to provide essential financial support and advice on benefits to the eligible businesses and residents in need  <b>Lead Officer: Sally O'Hanlon</b>	The Leicestershire Revenues and Benefits Partnership have maintained frontline services ensuring that our customers are able to access the essential financial support and advice during the coronavirus pandemic.	Maintain the prompt administration and payment support, benefits and grants to eligible businesses, residents and tenants.	<b>Priority: High</b>  Ongoing
1.8	Support individuals during hardship	Chapter 1: People, Employment and Skills	Support tenants to work from their homes where possible.  <b>Lead Officer: Amanda Harper</b>	None to date	Explore options to collaborate with EMHomes to help support tenants to adapt to work from their homes where possible.	<b>Priority: High</b>  Pending



Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
1.9	Support individuals during hardship	Chapter 1: People, Employment and Skills	Ensure that council tenants have access to employment, self-employment and work ready training by promoting support packages through tenancy associations.  <b>Lead Officer: Amanda Harper</b>	None to date	Highlight opportunities for our tenants to engage with job fairs, work readiness training and other locally delivered programmes such as Women into Self Employment.	<b>Priority: High</b>  Pending
1.10	Support individuals during hardship	Chapter 1: People, Employment and Skills	Ensure that new support, advice and government guidance is communicated in an effective and timely matter to our businesses and residents.  <b>Lead Officer: Rob Helliwell</b>	The council will continue to use a number of communication tools to help keep residents and businesses aware of updates in legislation, details of support, updates on council projects and council services.	The economic recovery plan will inform communication plans going forward, allowing for more targeted messaging while maintaining regular communication with all our residents and businesses.	<b>Priority: High</b>  Ongoing
1.11	Supporting individuals during hardship	Chapter 1: People, Employment and Skills	Through the Community Hub, ensure that those residents in need are supported and are able to access essential services.  <b>Lead Officer: Multi-team approach</b>	The council has been working with community response units and many other groups of people to help ensure the vulnerable and isolated residents in the district are supported through the coronavirus pandemic.  Businesses in North West Leicestershire were coordinated to donate food and essentials to	Ongoing commitment to provide outreach to support our communities throughout the pandemic.	<b>Priority: High</b>  Complete with ongoing commitment

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
				create care packages for the vulnerable residents.		
1.12	Support individuals during hardship	Chapter 1: People, Employment and Skills	<p>Ensure that residents and businesses can still access essential council services during the pandemic through the Councils front line customer services team.</p> <p><b>Lead Officer: Kerry Wright</b></p>	The Council remain committed to support our residents, communities, businesses and tenants through the coronavirus pandemic. Our Customer Services team have remained operational to ensure that customers were supported and provided with relevant information and keeping them up to date on how council services are operating.	Maintain an open for business service to ensure that customers contacting the council are provided with the most up to date and relevant information and referred to the appropriate support.	<p><b>Priority: High</b></p> <p>Ongoing</p>
Nº.1	Administration of government grants to business and individuals	Chapter 2 Business Environment and Business Support	<p>Administer the Small Business and the Retail, Hospitality and Leisure Grant schemes</p> <p>Administer the Discretionary Grant Relief scheme</p> <p><b>Lead Officer: Matthew D'Oyly-Watkins</b></p>	<p>1,642 businesses paid out of an estimated 1,693. £19.15 million paid out to 97.0% of NWL eligible businesses.</p> <p>Engaged with Leicestershire Councils on design to promote consistency where possible. NWLDC discretionary scheme launched on June 1<sup>st</sup>.</p> <p>258 discretionary applications – 202 paid out to the sum of £984,023.</p>	The Small Business Grants and Retail, Hospitality and Leisure Grants and Discretionary Grants programmes closed on 28 August 2020.	<p><b>Priority: High</b></p> <p>Completed</p>
2.2	Administration of government grants to business and individuals	Chapter 2 Business	Business Focus officers to engage and support businesses who enquired	All unsuccessful applicants were engaged and where appropriate, were signposted to alternative	All unsuccessful applicants engaged and signposted.	<p><b>Priority: High</b></p> <p>Completed</p>

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
		Environment and Business Support	<p>about government grant funding but were not eligible for any of the government Covid response grants.</p> <p><b>Lead Officer: Ray Hurst</b></p>	<p>funding programmes such as Government's Coronavirus business loan schemes, job retention schemes and self-employment grant support.</p>		
2.3	Administration of government grants to business and individuals	Chapter 2 Business Environment and Business Support	<p>Promote the take up of other funding programmes to support local businesses in response to Covid such as the Leicestershire Business Recovery Fund, the extended Self Employment Income Support Scheme and the emerging Leicester and Leicestershire business growth grants.</p> <p><b>Lead Officer: Ray Hurst</b></p>	<p>Business Focus Officers have actively promoted the availability of external grants through email, phone calls and 1:2:1 meetings with local businesses. Business support services offered by the Council are being promoted on the Council's Covid-19 web pages in order to help clients self-serve.</p> <p>Officers are continuing to support Leicestershire County Council in providing due diligence on NWL applications to the Leicestershire Business Recovery Fund.</p>	<p>Continue to promote the availability of new and live grant programmes and support local businesses to apply for grants.</p> <p>Monitor referrals and track successful applicants and outcomes.</p>	<p><b>Priority: High</b></p> <p>Ongoing</p>
2.4	Administration of government grants to business and individuals	Chapter 2 Business Environment and Business Support	<p>Administer the Local Restrictions Support Grant to support businesses that are required to close during localised restrictions.</p>	<p>Officers have outlined a policy for the delivery of a local restrictions support grant programme.</p>	<p>Ensure robust systems are in place to administer the Local Restrictions Support Grant should the scheme be triggered.</p>	<p><b>Priority: High</b></p> <p><b>Pending</b></p>

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
			<b>Lead Officer: Matthew D'Oyly-Watkins</b>			
2.5	Administration of government grants to business and individuals	Chapter 2 Business Environment and Business Support	<p>Introduce measure to ensure that suppliers to the council are paid promptly to help maintain suppliers cash flows, protect jobs and the supply chain.</p> <p><b>Lead Officer: Multi-team approach</b> (Procurement and Exchequer)</p>	<p>The government published Procurement Policy Note 02 20 which was adopted by the council and steps were put in place to ensure that payments to suppliers were not adversely affected. Invoices submitted by suppliers are paid on receipt, instead of normal 30-day terms.</p> <p>87% invoices were paid in 10 days or less / 94% in 20 or less / 96% in 30 days or less</p>	Continue to ensure that suppliers to the council are paid promptly.	<b>Priority: High</b>  Ongoing
3.1	Provide a link between representatives of local businesses and agencies that support economic development	Chapter 2 Business Environment and Business Support	<p>To continue to support the growth of local businesses and carriers in readiness for the UK's exit from the European Union.</p> <p><b>Lead Officer: Karl Bassett</b></p>	<p>EU Exit readiness webinars delivered by the East Midlands Chamber of Commerce, BEIS &amp; DEFRA webinars have been promoted to local businesses and the Business Champions network.</p> <p>A business survey is being drafted to gauge the readiness of NWL businesses for transition and identify where businesses need further support. has been</p> <p>Meetings are already underway and will continue with East</p>	To continue to monitor and share intelligence on changing legislation resulting from Brexit that impacts local businesses in particular those importers and exporters using EMA as their hub.	<b>Priority: High</b>  <b>Ongoing</b>

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
				Midlands Airport and the key carriers in readiness for transition.		
3.2	Provide a link between representatives of local businesses and agencies that support economic development	Chapter 2 Business Environment and Business Support	To continue to support the growth of foreign owned businesses based in North West Leicestershire and to safeguard local jobs that may be at risk of reshoring.  <b>Lead Officer: Karl Bassett</b>	None to date	To meet with the Department of International Trade Sector Investment Managers who represent North West Leicestershire businesses and agree a forward plan of engagement of key local foreign owned businesses.  To record metrics from business support activity and monitor potential outcomes such as: businesses supported, jobs safeguarded, jobs created, or investment secured.	<b>Priority: Medium</b>  Pending
3.3	Provide a link between representatives of local businesses and agencies that support economic development	Chapter 2 Business Environment and Business Support	Set up an online referral mechanism to direct businesses to the relevant support agencies such as the Chamber of Commerce, Federation of Small Business and the Leicestershire Growth Hub.	Maintain up to date information on <a href="http://www.nwleics.gov.uk">www.nwleics.gov.uk</a> and to signpost local businesses to a wide range of partner support.  Ensure that new businesses initiatives are known of and promoted locally.	Establish recurring update meetings with partners.  Ensure that information published on our website is relevant and up to date.	<b>Priority: High</b>  Complete - with ongoing commitment

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
			<b>Lead Officer: Ray Hurst</b>			
3.4	Provide a link between representatives of local businesses and agencies that support economic development	Chapter 2 Business Environment and Business Support	Develop an option for a Members ambassadorial role so that NWLDC Members are engaged and actively involved in supporting local businesses  <b>Lead Officer: Barrie Walford</b>	None to date	Prepare an overview of the concept of elected Members taking an ambassadorial role in engaging and supporting local businesses.  Overview to be presented to Scrutiny and Cabinet for consideration.  If approved, details published in the weekly members briefings.	<b>Priority: Low</b>  Pending
3.5	Provide a link between representatives of local businesses and agencies that support economic development	Chapter 2 Business Environment and Business Support	Deliver environmental protection services to support businesses and developers to operate in compliance of legislation and government guidelines.  <b>Lead Officer: Clare Proudfoot</b>	Maintained essential services to ensure compliance and safe trading and have informed businesses of changing legislation to enable them to continue to operate safely during the pandemic.	Maintain the delivery of environmental protection services to support businesses to continue to operate safely and in accordance with the latest legislations.	<b>Priority: High</b>  Ongoing
3.6	Provide a link between representatives of local businesses and agencies that support economic development	Chapter 2 Business Environment and Business Support	Support hospitality and high street businesses to maximise compliance with COVID-19 requirements and minimise the spread of the virus.	A council wide taskforce has been established to maintain the monitoring and enforcement of 'hot spots', 'problem' areas of non-compliance and to ensure businesses are enabled to trade	Continue to monitor compliance and ensure there is follow up contact and support for non-compliant businesses, to instil consumer confidence.	<b>Priority: High</b>  Ongoing

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
			<b>Lead Officer: Multi-team approach</b> (Environmental Health, Licensing, Environmental Protection, Community Safety and Leicestershire Police)	whilst meeting the latest legal requirements.		
3.7	Provide a link between representatives of local businesses and agencies that support economic development	Chapter 2 Business Environment and Business Support	Provide support to businesses to help minimise the likelihood of transmission within workplace and complex settings.  <b>Lead Officer: Lee Mansfield</b>	A programme of proactive workplace engagement has been set up, working with HSE, to make businesses COVID-secure.	HSE will be carrying out telephone advice and desktop assessment of risk assessments at 150 of our businesses (food manufacturers, pubs, the beauty sector and taxi operators).	<b>Priority: High</b>  Ongoing
4.1	Deliver local programmes of support to new and start-up businesses to stimulate economic recovery.	Chapter 2 Business Environment and Business Support	Provide first point of contact and 1:2:1 support for local businesses in North West Leicestershire experiencing hardship as a result of the Coronavirus pandemic.  <b>Lead Officer: Ray Hurst</b>	Business Focus have maintained a frontline point of contact for business support throughout the pandemic.  Business request for support have come both directly from businesses and received referrals from other front-line council services such as Customer Services and NNDR.  As of July 31st, Business Focus Officers have provided 1:2:1 support to over 700 businesses since the outbreak of the Coronavirus in March.	Continue to provide first point of contact for business support in NWL and continue to make referrals to external support agencies where required.  Continue to record metrics for the number of business support enquiries and where possible report on outcomes.	<b>Priority: High</b>  Ongoing
4.2	Deliver local programmes of support to new and start-up	Chapter 2 Business	Provide first point of contact and 1:2:1 support for start-ups and existing local business	Business Focus have maintained a frontline point of contact for	Continue to provide first point of contact for business support in NWL	<b>Priority: Medium</b>

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
	businesses to stimulate economic recovery.	Environment and Business Support	looking to grow within North West Leicestershire.  <b>Lead Officer: Ray Hurst</b>	business support throughout the pandemic.  As of July 31st, Business Focus have provided 1:2:1 support to 48 new start-up businesses and growing businesses since the outbreak of the Coronavirus in March.	and make referrals to external support agencies where required.  Continue to record metrics for the number of business support enquiries and where possible report on outcomes.	Ongoing
4.3 32	Deliver local programmes of support to new and start-up businesses to stimulate economic recovery.	Chapter 2 Business Environment and Business Support	Provide support to women in North West Leicestershire to access employment, to return to the workplace after absence, to develop self-confidence and start up in business.  <b>Lead Officer: Ray Hurst</b>	Working with 'Building Business', a programme called 'Women into Self Employment (WISE) has been launched providing virtual 1:2:1 sessions for women based in NWL to meet with experienced business coaches to develop skills, to establish their own business and access a £250 business start-up grant.	Continue to work alongside Building Business to deliver the WISE programme and, where appropriate make referral into other support agencies.  To promote the Programme on the NWLDC website.  Record metrics for the number of enquiries for the programme; number of people accessing support, number of new businesses established, and the number of grants awarded.	<b>Priority: Low</b>  Complete – with ongoing commitment



Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
4.4	Deliver local programmes of support to new and start-up businesses to stimulate economic recovery.	Chapter 2 Business Environment and Business Support	Provide business start-up advice to encourage entrepreneurial activity and stimulate economic recovery.  <b>Lead Officer: Ray Hurst</b>	Working with NBV and the DWP, Business Focus have designed a programme to deliver virtual group sessions for young entrepreneurs and Universal Credit claimants to learn about starting a new business.  In Q2 9 claimants participated in a virtual session	Agree a timescale with NBV for the continued delivery of virtual group sessions and maintain an ongoing referral mechanism from work coaches at the job centre for claimants looking to go into self-employment.  To publicise the programme on NWLDC website.  Continue to record metrics for the number of residents participating in start-up workshops and where possible report on outcomes.	<b>Priority: Low</b>  Ongoing
4.5	Deliver local programmes of support to new and start-up businesses to stimulate economic recovery.	Chapter 2 Business Environment and Business Support	Maintain single point of contact for employer relationship with existing strategic employers based in North West Leicestershire and for new investors. For example: Mercia Park, SEGRO, and EMEG.  <b>Lead Officer: Heather Bell</b>	Working with partners and companies based in the EMEG area, on Segro Logistics Park and at Mercia Park to ensure that employers can access assistance with recruitment and training, to maximise local opportunities, especially to those furthest from the labour market.	To monitor and report outcomes and outputs, such as new investment and jobs created resulting from ongoing employer engagement.  We will continue to work with Development Control, developers and companies on the	<b>Priority: High</b>  Ongoing

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
34				<p><b>Mercia Park developer I M</b> Properties in association with NWLDC hosted a Webinar w/c 20 July to introduce the site to other Local Authorities, training providers and the DWP in terms of the Construction phase of the project and to start conversations regarding how partners can be engaged.</p> <p><b>SEGRO Employment Group</b> NWLDC officers continue to chair the employment group on behalf of SEGRO. The group consists of companies based on the site and employment partners such as DWP and the LLEP who work together to assist in the recruitment of staff.</p> <p>The group last met on 06.08.20 It was reported that companies on the site are performing well in light of Covid-19.</p> <p><b>EMEG Skills and Access Partnership</b> meetings were held in July 2020, with local</p>	<p>production of local employment strategies.</p> <p><b>Mercia Park developer I M</b> Properties to visit Stephenson College on 25.08.20 to look at setting up local linkages on the Mercia Park development. Business Focus to operate as a single point of contact for Mercia Park across the local impact area partners.</p> <p><b>SEGRO Employment Group</b> Quarterly meetings in place and Business Focus are the single point of contact.</p> <p><b>EMEG Skills and Access Partnership</b></p>	

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
				<p>companies and partners attending to ensure that employment opportunities are available, and that transport is in place.</p>	<p>Maintain quarterly partnership meetings and provide ongoing support.</p> <p>Access Partnership to prepare a strategy of activity to direct the work of the partnership through Covid 19 and beyond to support the access to the EMEG.</p>	
<p>4.6</p> <p>CS</p>	<p>Deliver local programmes of support to new and start-up businesses to stimulate economic recovery.</p>	<p><b>Chapter 2 Business Environment and Business Support</b></p>	<p>Provide client management and 'soft landing' support to potential inward investment into North West Leicestershire.</p> <p>Soft landing support includes advice on funding, commercial property, labour, economic data, local intelligence and planning advice.</p> <p><b>Lead Officer: Karl Bassett</b></p>	<p>Despite Covid 19, it is imperative that NWL remains open for business and that potential investors are encouraged and supported to locate into the District.</p> <p>Business Focus have been working with Oakland International who are making a multimillion-pound investment on Bardon Industrial Estate. Oakland will be operational by Q3 and aim to employ up to 180 staff by the end of 2020.</p> <p>Oakland have said the support they have received from the Council was 'pivotal in their decision to locate at Bardon'.</p>	<p>Business Focus officers to continue to prioritise client management support for potential strategic investors.</p> <p>Business Focus maintain open line communication with the Invest Leicester team and the Department of International Trade to respond to investor enquiries.</p> <p>To monitor and report outcomes and outputs, such as new investment and jobs created resulting from inward investment activity.</p>	<p><b>Priority: Medium</b></p> <p>Ongoing</p>

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
5.1	Collate and monitor trends and data to understand and respond to changes in economic climate	N/A or Chapter 3 Ideas, Innovation and Enterprise	<p>Providing local intelligence and data to government, local partners and agencies to coordinator responses to the Coronavirus.</p> <p><b>Lead Officer: Heather Bell</b></p>	<p>Provide regular (at least monthly) feedback to regional groups such as the EGOG, LEDON, BEIS, the Work and Skills Forum and the Leicestershire Economic Recovery Group as a way of sharing local intelligence.</p> <p>Proactively monitor local news and Covid related impacts on local businesses and share with front line partner organisations such as the DWP and the LLEP.</p>	<p>Continue to capture and analyse local intelligence and data to share with external partner organisations.</p> <p>Briefings will continue to be produced and circulated regularly</p>	<p><b>Priority: High</b></p> <p>Complete - with ongoing commitment</p>
5.2	Collate and monitor trends and data to understand and respond to changes in economic climate	Chapter 3 Ideas, Innovation and Enterprise	<p>Provide NWLDC Members and senior staff with regular economic intelligence at a local, regional and national level to assist in decision making.</p> <p><b>Lead Officer Heather Bell</b></p>	<p>Provide regular briefing papers together with specific economic news on local businesses.</p> <p>Proactively monitor news on the impact of Covid-19 on local business performance.</p> <p>Provide economic statistical information to Finance and other teams as required.</p>	<p>Continue to produce the regular economic briefings.</p> <p>Provide a high level of economic intelligence to the Members and staff as required.</p>	<p><b>Priority: High</b></p> <p>Complete - with ongoing commitment</p>
5.3	Collate and monitor trends and data to understand and respond to changes in economic climate	Chapter 3 Ideas, Innovation and Enterprise	<p>Host virtual business breakfast events to engage with local businesses to ascertain effect of Covid-19 on local business and signpost to available funding and support.</p>	<p>Officers have scheduled plans to deliver virtual business breakfast meetings for Q4.</p>	<p>Prepare and deliver virtual business breakfast meetings for Q4.</p> <p>Capture intelligence of local Covid 19 impact on</p>	<p><b>Priority: Low</b></p> <p>Ongoing</p>

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
			<b>Lead Officer: Karl Bassett</b>		<p>business community and share with relevant agencies.</p> <p>Follow up any specific business support needs identified.</p> <p>Establish metrics to record the number of businesses engaged and follow up enquiries.</p>	
5.4	Collate and monitor trends and data to understand and respond to changes in economic climate	Chapter 3 Ideas, Innovation and Enterprise	<p>Map the commercial occupancy of towns and local centres across the NWL to monitor the changes on our high streets due to the impact of Covid 19 on local businesses.</p> <p><b>Lead Officer: Katherine Bate</b></p>	<p>Mapping of towns and local centres was completed in July 2020:</p> <p><b>Coalville</b> - 27 Voids (13.3%), a decrease of 7 unoccupied retail units since Jan 2020.</p> <p><b>Ashby</b> - 13 Voids (6.4%), an increase of 7 unoccupied retail units since Jan 2020.</p> <p><b>Measham</b> - Zero Voids.</p> <p><b>Ibstock</b> - 4 Voids (10.5%), a decrease of 1 unoccupied retail unit since Jan 2020.</p> <p><b>Castle Donington</b> - 3 Voids (5.4%), a decrease of unoccupied units by 4 since Jan 2020.</p> <p><b>Kegworth</b> - 3 Voids (9%), an increase of 1 unoccupied unit since Jan 2020.</p>	Monitoring of towns and local centres to be retaken in Q3.	<p><b>Priority: Medium</b></p> <p>Complete with ongoing commitment</p>
5.5	Collate and monitor trends and data to understand and	Chapter 3 Ideas, Innovation and Enterprise	Map the commercial occupancy of business parks and industrial estates across	None to date	Schedule monitoring of business parks and industrial estates in Q3	<p><b>Priority: Low</b></p> <p>Pending</p>

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
	respond to changes in economic climate		NWL to monitor the changes off our businesses parks to understand the impact of Covid 19 on local businesses.  <b>Lead Officer: Barrie Walford</b>		and contact all new occupiers as an introduction to the business support services available from the council.	
5.6	Collate and monitor trends and data to understand and respond to changes in economic climate	Chapter 3 Ideas, Innovation and Enterprise	Business Focus to collaborate with the Leicestershire County Council Research & Intelligence Team and the Multi Agency Information Cell (MAIC)  Business Focus to provide the single point of contact with the MAIC  Access statistical information to build a better understanding of the effect of Covid-19 on local businesses and staff, and to feed in local knowledge to the MAIC.  <b>Lead Officer: Heather Bell</b>	Inception meeting with the MAIC has been held to ascertain what research is to be commissioned and how the NWL Economic Recovery Cell can contribute  The NWL Economic Recovery Cell have agreed to input local intelligence to the MAIC work programme and have requested that the MAIC provide detailed NWL economic forecast and trend data once available.	MAIC to continue to advise on data available and frequency of reporting.  NWL ERC to continue to provide local intelligence to MAIC.  Regular information sharing between the MAIC and Business Focus as required.	<b>Priority: High</b>  Ongoing commitment
5.7	Collate and monitor trends and data to understand and respond to changes in economic climate	Chapter 3 Ideas, Innovation and Enterprise	Contribute to the development of Leicester and Leicestershire Economic Recovery Strategy  <b>Lead Officer: Heather Bell</b>	Provided comments and local insight into the draft consultation for the interim economic impact assessment for 'People' chapter as part of the	Continue to work alongside the Head of Economic Strategy at the LLEP to support the development of the Leicester and	<b>Priority: Medium</b>  Ongoing

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
				<p>Leicester and Leicestershire Economic Recovery Strategy.</p> <p>Monitor the progress and development of the Governments UK Covid Recovery Plan due for publication in January 2021.</p>	<p>Leicestershire Economic Recovery Strategy.</p> <p>Awaiting further details on the 'Business' and 'Place' economic impact assessments together with the final People economic impact assessment, which will feed into the Draft Leicester &amp; Leicestershire Recovery Plan (Timescales to be confirmed).</p>	
6.1	Identify the impact on tourism and the tourism sector.	Chapter 4 Place	<p>Provide support for the tourism and hospitality sector in North West Leicestershire</p> <p><b>Lead Officer: Wendy May</b></p>	<p>Leicestershire Promotions Limited (LPL), on behalf of NWLDC is working with partners to support tourism and hospitality businesses across the destination. This includes providing guidance on grants, funding, resilience funding and the emerging government guidelines. This information along with additional industry insights has been disseminated to the industry through a regular series of electronic digests.</p> <p>1-2-1 support and advice to tourism businesses and virtual coffee &amp; catch up sessions with tourism</p>	<p>The next stage of recovery activity will be supporting the industry to implement government guidelines to safely reopen through the Visit England 'We're good to go' campaign.</p> <p>Support will include webinars and 1-2-1 advice plus workshops on how to use the campaign to promote individual businesses to consumers.</p> <p>Quarterly performance reporting from LPL to</p>	<p><b>Priority: High</b></p> <p>Ongoing</p>

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
				<p>businesses. - Further sessions are planned throughout Q3.</p> <p>A weekly e-newsletter has been circulated to local contacts which has featured re-openings and changes to service for local tourism and food and drink businesses.</p>	inform service delivery and intelligence shared with the LLEP and the MAIC.	
6.2	Identify the impact on tourism and the tourism sector.	Chapter 4 Place	<p>Creating and communicating more reasons to visit North West Leicestershire.</p> <p><b>Lead Officer: Wendy May</b></p>	<p>Through LPL, NWLDC are working with partners to develop opportunities to grow the National Forest as a tourism destination and to establish Ashby de la Zouch as a Forest Town destination whilst visiting the National Forest.</p> <p>In addition, NWLDC are continuing to work with partners to deliver tourism sector regeneration projects such as: Snibston Park, Moira Furnace and the Heart of the Forest masterplan.</p>	<p>Maintain and update a dedicated tourism website.</p> <p>Develop a revised three-year strategy to promote the Ashby offer and work with partners on the co-ordination and deliver.</p> <p>Update and report on the work with partners to update and refresh the Industrial Heritage offer and explore opportunities for new promotions.</p>	<p><b>Priority: Medium</b></p> <p>Ongoing</p>
6.3	Identify the impact on tourism and the tourism sector.	Chapter 4 Place	<p>Develop the Forest Experiences offer.</p> <p><b>Lead Officer: Wendy May</b></p>	Through LPL, work is underway on the development of the Forest Experience project which has included a research session with experience partners from across the National Forest, six of	LPL will work with partners to research, develop, co-ordinate, test and deliver the new Forest Experiences strategy (including	<p><b>Priority: Medium</b></p> <p>Ongoing</p>



Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
				whom were local businesses. Extensive development work has taken place prior to the submission to the National Forest Company for a small grant fund to support activity. This grant has now been approved and is in development.	exploring opportunities for additional funding).  LPL will also project manage and co-ordinate the delivery of tourism blueprint activity through the North West Leicestershire Tourism Partnership.	
6.4	Identify the impact on tourism and the tourism sector.	Chapter 4 Place	Ensure that compliant events delivered in the district can go ahead safely.  <b>Lead Officer: Lee Mansfield</b>	The environmental health team deliver a support programme to work with event organisers to ensure that their events are safe and compliant with government legislation.	Provide ongoing advice to organisers of planned and future events to ensure they can operate safely and within the latest government guidelines.	<b>Priority: High</b>  Ongoing
6.5	Identify the impact on tourism and the tourism sector.	Chapter 4 Place	Collate and analyse any available data sources to monitor the economic impact of the pandemic on the tourism sector.  <b>Lead Officer: Heather Bell</b>	Contacted the LLEP and the MAIC to ascertain what data sources are currently available.	Continue to liaise with partners to monitor the availability of data and intelligence to help shape policies and programmes to support the tourism sector.	<b>Priority: Medium</b>  Ongoing
7.1	Supporting retail recovery and the reopening of the high streets post Covid 19	Chapter 4 Place	Develop plan for reopening of town centres that enables social distancing.  <b>Lead Officer: Wendy May / Clare Proudfoot</b>	Plan in place (May 2020) and used in the safe re-opening of our town and local centres.  Work was completed to create safe and welcoming shopping areas in towns and high streets across the district.	Implementation of the plan through the Economic Recovery Cell task and finish group.  Should further local or national lockdowns be implemented the	<b>Priority: High</b>  Complete

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
				Floor markings, signage and barriers were introduced in Coalville and Ashby town centres to help shoppers and businesses adhere to social distancing guidance. Businesses on our high streets across the district were also delivered a guide to help them adapt their business and manage customers in a safe environment.	reopening plan will be reviewed and replacement measures introduced as necessary.	
7.2 42	Supporting retail recovery and the reopening of the high streets post Covid 19	Chapter 4 Place	Development of a town centre night-time economy plan for reopening of hospitality businesses.  <b>Lead Officer: Wendy May / Clare Proudfoot</b>	A re-opening of the night-time Economy plan has been prepared and implemented (July 2020).	Implementation of the plan through the Economic Recovery Cell task and finish group.  Should further local or national lockdowns be implemented the reopening plan will be reviewed and replacement measures introduced as necessary.	<b>Priority: High</b>  Complete
7.3	Supporting retail recovery and the reopening of the high streets post Covid 19	Chapter 4 Place	Develop a shop local campaign to encourage residents back into our town centres and to support local businesses.  <b>Lead Officer: Paul Wheatley</b>	Applied to the Government's Reopening High Streets Safely Fund (RHSS) for grant funding to develop initiatives that include:  A) materials needed to enable high streets to reopen e.g. street signage and barriers	Continue to develop a detailed programme of Shop Safe, Shop Local interventions. Ideas include: •Developing town brands •Radio adverts	<b>Priority: High</b>  Ongoing

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
			<b>(Additional Capacity Required - 1FTE *)</b>	<p>B) the erection of signage on approaches to towns to promote Shop Safe and Shop Local.</p> <p>C) Undertake radio, digital and a social media campaign to promote Shop Safe, Shop Local.</p>	<ul style="list-style-type: none"> <li>•Digital interactive shopping map with latest opening hours</li> <li>•Coalville and Ashby shoppers Apps</li> <li>•Coalville and Ashby ambassadors</li> </ul> <p>Aim to deliver initiatives in Q3 on the lead up to a very important Christmas for businesses.</p>	
7.4	Supporting retail recovery and the reopening of the high streets post Covid 19	Chapter 4 Place	<p>Establish a Coalville town centre management function and create a retailer/business forum. (Similar to the support role provided by the Ashby Town Centre Manager through (Ashby Town Council)</p> <p><b>Lead Officer: Capacity Required - 1FTE (*as above)</b></p>	None to date	TBC	<p><b>Priority: Medium</b></p> <p>Pending</p>
7.5	Supporting retail recovery and the reopening of the high streets post Covid 19	Chapter 4 Place	<p>Establish a local centre (Castle Donington, Ibstock, Kegworth, Measham) management function to engage and support local high street business.</p>	None to date	TBC	<p><b>Priority: Medium</b></p> <p>Pending</p>

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
			<b>Lead Officer: Capacity Required - 1 FTE (*as above)</b>			
7.6	Supporting retail recovery and the reopening of the high streets post Covid 19	Chapter 4 Place	To promote and support retailers, farm shops, corner shops, local networks and businesses providing essential services to local communities during the Coronavirus pandemic.  <b>Lead Officer: Capacity Required - 1FTE (*as above)</b>	None to date	TBC	<b>Priority: Medium</b>  Pending
7.7 44	Supporting retail recovery and the reopening of the high streets post Covid 19	Chapter 4 Place	Support the continued digitalisation of our towns and local centres through a post Covid digital retail support programme and small digital grants (up to £500).  <b>Lead Officer: Capacity Required - 1FTE (*as above) (£40,000 Budget required)</b>	None to date	TBC	<b>Priority: Low</b>  Pending
7.8	Supporting retail recovery and the reopening of the high streets post Covid 19	Chapter 4 Place	Promote retail business start-up and Young Enterprise opportunities through low risk entry to trading at Coalville Market.	Coalville Indoor Market re-opened for trade in June 2020 and new traders and entrepreneurs are being invited to take up a stall in the market as a low risk entry point to starting up a new business.	Coalville market traders will continue to be supported at the market hall with new traders being encouraged to set up.	<b>Priority: High</b>  Ongoing

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
			<b>Lead Officer: Nick Cotter / Claire Lambert</b>		Work to build a new indoor market for Coalville on Marlborough Square is expected to be completed in early 2021.	
7.9	Supporting retail recovery and the reopening of the high streets post Covid 19	Chapter 4 Place	Support the revitalisation of our towns and local centres through the development and delivery of physical regeneration projects.  <b>Lead Officer: James Arnold</b>	In June the council submitted a full business case to the Government's Future High Streets Fund. If successful, Coalville could receive up to £16 million to support major regeneration projects in the town centre.  Works are underway to continue the development of the public realm projects in Kegworth and Coalville.	Continue to provide information to the government in support of the Coalville Future High Street Fund submission.  Continue works to deliver the planned public realm improvements to Kegworth Market Place and Marlborough Square.	<b>Priority: High</b>  Ongoing
7.10	Supporting retail recovery and the reopening of the high streets post Covid 19	Chapter 4 Place	Create awareness of pay by phone and contactless payment methods for visitors to pay for car parking.  <b>Lead Officer: Nick Cotter</b>	Pay by phone was implemented in July 2020 as another means of payment following the removal of cash payment at pay machines.	Launch a campaign to push a greater use of the pay by phone option as a way to drive down credit card contactless transactions	<b>Priority: High</b>  Ongoing
8.1	Work with education providers to identify opportunities for upskilling and training of individuals.	Chapter 1: People, Employment and Skills	Ensure that partners provide support to North West Leicestershire school aged leaving pupils through careers	Met with LLEP Careers Hub Manger and the LLEP Skills Team, along with, other partners	Liaise with the Leicester Employment Hub and Stephenson College to map live apprenticeships	<b>Priority: Medium</b>  Ongoing

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
46			<p>advice, apprenticeships and training.</p> <p><b>Lead Officer: External NWL Coordinating Officer: Heather Bell</b></p>	<p>to understand service delivery during Covid 19.</p> <p>The Leicester Employment Hub now advertise vacancies online and are proactively encouraging growing businesses to take on apprentices.</p> <p>The Government's 'Plan for Jobs' highlights the need for more resource for young people to assist them into training and employment.</p> <p>Partners are awaiting more details on the Government's 'Plan for Jobs' which will shape service delivery for school aged leaving pupils and NEET prevention.</p>	<p>and understand how Covid may have impacted on apprenticeship delivery in NWL.</p> <p>Publicise the LLEP's "Building the Workforce of the Future" guide virtually through business engagement activities and the website to encourage employers to work with local FE, HE providers to offer work experience to young people.</p> <p>Work with the LLEP to set up a web-based portal for job seekers and school leavers to access information on careers advice and training.</p>	
8.2	Work with education providers to identify opportunities for upskilling and training of individuals.	Chapter 1: People, Employment and Skills	With partners, encourage larger local businesses to work with local schools to provide career advice and guidance on employment opportunities in key growth sectors such as logistics, healthcare and the	Working through the Leicestershire Work and Skills Forum, council officers are forming partnerships with local businesses to promote key sectors for future employment. For example, Marks & Spencer are assisting on the promotion of the Logistics sector to schools.	Continue to work alongside the LLEP to update labour market information and develop career lesson plans of key sectors for schools.	<b>Priority: Low</b>  Ongoing

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
			<p>development of artificial intelligence.</p> <p><b>Lead Officer: External NWL Coordinating Officer: Heather Bell</b></p>	<p>A series of webinars are being produced to showcase our local growth sectors to teachers, parents, career advisors and students.</p> <p>The Work and Skills Forum continues to meet and share intelligence on the impact on placements during Covid 19.</p>		
8.3	Work with education providers to identify opportunities for upskilling and training of individuals.	Chapter 1: People, Employment and Skills	<p>Working with the HS2 Skills Partnership to ensure that local schools have access to careers information associated with large infrastructure projects such as HS2.</p> <p><b>Lead Officer: Heather Bell</b></p>	<p>NWLDC, as a member of the HS2 Supporting People Theme Group have committed a small financial contribution of £2,000 for financial year 21/22 towards a dedicated schools careers advisor to promote working on major infrastructural projects such as HS2 and energy projects for schools most affected by the planned HS2 construction.</p>	<p>To attend quarterly HS2 Supporting People Theme Group meetings and ensure that NWLDC schools are covered in any associated interaction by HS2 and large infrastructure projects.</p> <p>To plan for virtual sessions for HS2 to work with local schools.</p>	<p><b>Priority: Low</b></p> <p>Ongoing</p>
8.4	Work with education providers to identify opportunities for upskilling and training of individuals.	Chapter 1: People, Employment and Skills	<p>Supporting the work of Stephenson College to promote apprenticeship opportunities, distance learning courses and upskilling support available to local residents and businesses.</p>	<p>Quarterly update meetings with the College underway.</p> <p>Agreements in place to deliver an upskilling/work ready webinar as part of a Q3 virtual jobs fair.</p>	<p>Quarterly update meetings to continue.</p> <p>Use 1:2:1 meetings with businesses to talk about recruitment and training needs and signpost to the college where practical.</p>	<p><b>Priority: Medium</b></p> <p>Ongoing</p>

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
			<b>Lead Officer: Heather Bell</b>		Consider the role of the college in support any future large-scale local redundancies	
9.1	Support measures that respond to infrastructure challenges identified prior to the onset of Covid-19	Chapter 5: Infrastructure	Design, commission, procure and facilitate the delivery of sustainable public transport connections that connect the unserved settlements to the west of the EMEG area to the employment growth at the airport and the SEGRO Strategic Rail Freight Interchange at Kegworth.  <b>Lead Officer: Barrie Walford</b>	Building on the work to extend the Skylink bus service to Coalville and the service enhancements to Nottingham, Derby and Leicester, the EMEG Access to Work Partnership tendered options for the delivery of a new service route (Airway 9) that connects Burton, Swadlincote and Ashby to the EMEG area.  The pilot was commissioned and rolled out in November 2019. Due to the impact of Covid and the need to connect to job growth at the EMEG area, the service has been enhanced to extend to also serve the job growth at SEGRO SRFI.  Additional public and private sector funding contributions have been secured to help sustain the service through the pandemic.	Prepare a paper for Cabinet to request that the NWLDC contributions for the piloted Airway 9 service are protected and ensure that the new service is sustained.  Prepare and consult on a new sustainable transport strategy for the EMEG area.	<b>Priority: Medium</b>  Ongoing
9.2	Support measures that respond to infrastructure challenges identified prior to	Chapter 5: Infrastructure	Rollout a Wheels to Work scheme across Districts to assist with access to	None to date	To facilitate a conversation between authority partners to	<b>Priority: Medium</b>



Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
	the onset of Covid-19 such as transport and digital connectivity		employment and training for apprentices, jobseekers and NEET's.  <b>Lead Officer: Barrie Walford</b>		agree how this scheme will operate, be administered and rolled out across the City and County.  Support a joint funding request to deliver a refreshed Wheels to Work Programme serving the District.	Pending
9.3 49	Support measures that respond to infrastructure challenges identified prior to the onset of Covid-19	Chapter 5: Infrastructure	Support the continued roll out of Superfast Leicestershire to ensure that homes and business across the District can access superfast fibre connections.  <b>Lead Officer: Barrie Walford</b>	The Leicestershire County Council led Superfast Leicestershire programme has been working hard to upgrade as many properties in the county and the city as possible to faster and more reliable fibre broadband.  96% of the county is now connected to fibre broadband the councils will continue to promote the take up of superfast speeds and look to deliver solutions for the final 4%.	The phase 4 contract notice was issued in April 2020 it is anticipated that the contract award should be completed by November 2020	<b>Priority: High</b>  Ongoing
9.4	Support measures that respond to infrastructure challenges identified prior to the onset of Covid-19	Chapter 5: Infrastructure	Continue to provide positive and proactive planning advice and support to new and existing businesses that will enable business growth and compliance.  <b>Lead Officer: James Mattley</b>	The council have recently re-introduced their free pre-application advice service for non-major pre-application advice requests after being temporarily suspended during the peak of the pandemic.	Maintain responsive planning services.	<b>Priority: High</b>  Ongoing

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
9.5	Support measures that respond to infrastructure challenges identified prior to the onset of Covid-19	Chapter 5: Infrastructure	Support developers and investors to facilitate economic growth through the determination of major applications.  <b>Lead Officer: James Mattley</b>	The council have continued to progress with planning applications throughout the pandemic and are progressing major applications such as the developments at Junction 1 of the A50 in Castle Donington, Land at Netherfields Lane in Sawley and the former Lounge Disposal Point near Coleorton.	Maintain responsive planning services.	<b>Priority: High</b>  Ongoing
9.6	Deliver local programmes of support to new and start-up businesses to stimulate economic recovery.	Chapter 5: Infrastructure	Generate community value, job opportunities and maximise localised supply chain opportunities through the council led development of the new leisure centre on the A511.  <b>Lead Officer: Paul Sanders</b>	Contracts have been agreed to ensure that the new leisure centre development will have a positive social value impact with associated key targets set out to help the local economy. These include engaging 40 local companies with the project and ensuring that more than 60 per cent of the build material is sourced from inside the district. Through engagement with local schools and colleges, several work experience opportunities will be created, and more than 200 schoolchildren will be invited to visit the site during the build.	Ensure that opportunities to generate community value are harnessed through the development of the new leisure centre.	<b>Priority: High</b>  Ongoing

Ref	Outcome	LLEP recovery work theme	Key Actions / milestones	Progress Made	Next Steps	Status
9.7	Deliver local programmes of support to new and start-up businesses to stimulate economic recovery.	Chapter 5: Infrastructure	Generate community value, job opportunities and maximise localised supply chain opportunities through the development of new council homes.  <b>Lead Officer: Chris Lambert</b>	Using contractors from within the East Midlands and supporting local suppliers, the council completed works to build eight new council homes in June.	Ensure that opportunities to generate community value are harnessed through the development of the new homes.	<b>Priority: High</b>  Ongoing

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EXTRACT of DRAFT MINUTES of a meeting of the COMMUNITY SCRUTINY COMMITTEE held in the Remote meeting using Microsoft Teams on WEDNESDAY, 28 OCTOBER 2020

Present: Councillor D Harrison (Chairman)

Councillors B Harrison-Rushton, C C Benfield, A J Bridgen, T Eynon, G Hout, K Merrie MBE, D E J Tebbutt, M B Wyatt and M D Hay (Substitute for Councillor J Geary)

Portfolio Holders: Councillors R Ashman, R D Bayliss and T Gillard

Officers: Mr J Arnold, Mrs T Bingham, M D'Oyly-Watkins, Mr T Delaney, Mr C Elston, Mrs A Harper, Mr C Lambert, Walford, Mrs R Wallace and Miss E Warhurst

## **12. DECLARATION OF INTERESTS**

Councillor M Wyatt declared a pecuniary interest in item 7 – Local Lockdown Grant Fund: Discretionary Funding, and a non-pecuniary interest in item 8 – North West Leicestershire District Council Economy Recovery Plan as a local business owner.

## **18. NORTH WEST LEICESTERSHIRE ECONOMY RECOVERY PLAN**

The Business Focus Team Manager introduced the report and gave a presentation to Members.

The Business and Regeneration Portfolio Holder addressed the Committee and spoke in support.

Members welcomed the report and work undertaken. A discussion ensued and a number of points within the report were clarified by the Business Focus Team Manager. The following comments were made:

- The concept of developing a Member ambassadorial role to ensure members were engaged and actively involved in supporting local businesses was very much welcomed.
- In relation to Outcome 4.4 of the plan to support start-up businesses with the use of virtual workshops, concerns were raised on the value of such workshops as success rates were generally measured on attendance rates rather than actual outcomes.
- The proposed establishment of a Coalville town centre management function was welcomed.
- The proposal to rollout a 'Wheels to Work' scheme was welcomed; it was felt that this would really help those people that were struggling with transport to work in the current economic climate.
- In relation to the performance metrics within the plan, it was felt that the data did not provide information on the quality of the jobs, which therefore did not give a full picture on the possible drop in local quality of life and local economy. A measurement of quality would be helpful going forward.
- A suggestion was made to contact the Springboard Centre as part of consultation in relation to new business start-ups as this was an established organisation with many contacts.

- Concerns were raised regarding no progress being made with the supporting of local businesses in readiness for the UK's exit for the European Union, considering that the date was fast approaching.

It was moved by Councillor K Merrie, seconded by Councillor T Eynon and by affirmation of the meeting

RESOLVED THAT:

Comments made by the Committee be reported to Cabinet when it considers the item on 10 November.

## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 10 NOVEMBER 2020



<b>Title of Report</b>	<b>ESTABLISHMENT OF COMPANY TO BE KNOWN AS 'EM DEVCO LIMITED'</b>	
<b>Presented by</b>	Councillor Robert Ashman Planning and Infrastructure Portfolio Holder	
<b>Background Papers</b>	There are none.	<b>Public Report:</b> Yes
		<b>Key Decision:</b> Yes
<b>Financial Implications</b>	Subject to further negotiation and agreement, it is proposed that the a financial contribution to support the interim vehicle is agreed and any amount in excess of the £100k provision already included in the 2020/21 General Fund revenue budget is met from reserves.	
	<b>Signed off by the Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	The Council is working collaboratively with Rushcliffe Borough Council and Broxtowe Borough Council and joint external legal advice is being sought by the 3 districts. Legal advice has been sought on the creation of the Interim Vehicle, the Members' Agreement and Articles of Association and the content of this report.	
	<b>Signed off by the Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	No staffing implications. The proposal supports economic recovery and corporate Delivery Plan priorities	
	<b>Signed off by the Head of Paid Service:</b> Yes	
<b>Purpose of Report</b>	To outline the progress made in considering the strategic and economic case for a development corporation and set out the recommendations for establishing the Interim Vehicle (to be known as EM Devco) which includes North West Leicestershire District Council as a member of the company.	
<b>Reason for Decision</b>	To determine Cabinet's recommendation to Full Council in respect of the proposal to create an Interim Vehicle.	
<b>Recommendations</b>	<b>THAT CABINET</b>  <b>1. NOTE THE WORK THAT HAS BEEN DONE TO DATE ON THIS PROJECT AND THE COMMENTS WHICH WERE MADE BY THE COMMUNITY SCRUTINY COMMITTEE AT THEIR MEETING ON 28 OCTOBER 2020 AS DETAILED IN APPENDIX D</b>	

**SUBJECT TO THE RECEIPT OF FURTHER INFORMATION REGARDING THE FINANCIAL IMPLICATIONS AND A DETAILED RISK ASSESSMENT :**

- 2. RECOMMENDS THAT FULL COUNCIL APPROVES THE PRINCIPLE OF MAKING A FINANCIAL CONTRIBUTION TO SUPPORT THE INTERIM VEHICLE OVER THE NEXT 3 YEARS, WITH THE ADDITIONAL FUNDING REQUIRED TO BE APPROVED TO BE ALLOCATED THROUGH RESERVES, SUBJECT TO FURTHER NEGOTIATION BY THE CHIEF EXECUTIVE AND AGREEMENT BY COUNCIL AND SUBJECT TO MATCH FUNDING FROM OTHER AFFECTED LOCAL AUTHORITIES AND GOVERNMENT;**
- 3. REQUESTS THE CHIEF EXECUTIVE TO PREPARE A REPORT INCLUDING FURTHER DETAIL ON THE INTERIM VEHICLE AND NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL'S INVOLVEMENT IN IT TO BE RATIFIED BY FULL COUNCIL ON 17 NOVEMBER 2020 AND THEREAFTER THE FUNDING ARRANGEMENTS TO BE INCLUDED WITHIN THE MEDIUM TERM FINANCIAL STRATEGY FOR 2021/22 ONWARDS;**
- 4. RECOMMENDS THAT THE FULL COUNCIL APPROVES THE PROPOSAL FOR THE COUNCIL TO JOIN THE INTERIM VEHICLE AND PARTICIPATE IN THE INCORPORATION OF IT;**
- 5. RECOMMENDS THAT THE FULL COUNCIL APPROVES THE COUNCIL ENTERING INTO THE PROPOSED MEMBERS AGREEMENT AND THE FORM OF THE PROPOSED ARTICLES OF ASSOCIATION [OR IF NOT IN AN AGREED FORM AT THAT POINT] "APPROVES IN PRINCIPLE TO THE COUNCIL ENTERING INTO THE MEMBERS AGREEMENT AND PARTICIPATING IN THE INCORPORATION OF THE INTERIM VEHICLE CLG AND DELEGATES AUTHORITY FOR AGREEING THE FINAL FORM OF THE MEMBERS AGREEMENT AND ARTICLES OF ASSOCIATION TO THE STRATEGIC DIRECTOR (PLACE) IN CONSULTATION WITH THE PLANNING AND INFRASTRUCTURE PORTFOLIO HOLDER;**
- 6. APPOINTS THE PORTFOLIO HOLDER FOR PLANNING AND INFRASTRUCTURE AS DIRECTOR OF THE INTERIM VEHICLE SUBJECT TO THE APPROVAL OF THE FULL COUNCIL, AND RECOMMENDS THAT THE FULL COUNCIL APPROVES THAT APPOINTMENT.**



## 1. BACKGROUND

- 1.1 In February 2019 the Government approved funding for a 2 year programme to explore the business case for a locally led development delivery vehicle for the East Midlands and asked the Midlands Engine to lead the work. The Midlands Engine was asked to consider three locations in the East Midlands; specifically, Ratcliffe on Soar Power Station site, Toton and Chetwynd Barracks (both in Nottinghamshire), and East Midlands Airport (in Leicestershire).
- 1.2 The development corporation programme is overseen by an Oversight Board (The Alchemy Board) supported by an Executive Group. The Oversight Board is made up of Leaders from the region's upper tier local authorities and directly affected districts alongside private sector; business community; central government; LEP's; and university representatives. The Executive Group is a smaller group of executive officers. Both are chaired by Sir John Peace, as chairman of the Midlands Engine. Anthony May (Chief Executive of Nottinghamshire County Council and Chair of the Midlands Engine Operating Board) is the Senior Responsible Officer and Ken Harrison is the Programme Director.
- 1.3 The overall ambition of the EMDC is to supercharge a new era of growth for the regional economy by enabling projects which build directly on the potential of HS2, the region's status as a major trade and logistics gateway and its historic strengths in research and development and industrial innovation; particularly research and innovation related to the emerging low carbon economy.

## 2. PROGRESS TO DATE

- 2.1 Significant progress has been made in considering the strategic and economic case for the development corporation, with the evidence pointing to transformational benefits for the region, with 84k jobs, £4.8bn Gross Value Added (GVA) and at least 4,500 homes to be delivered.
- 2.2 The EMDC will contribute substantially to inclusive, zero carbon growth and levelling up by initially realising the enormous potential of the three key sites:
  - HS2 Hub at Toton & Chetwynd - a new destination for knowledge-driven jobs and an exemplar zero carbon mixed-use community, showcasing next generation living, with a HS2 hub station offering unrivalled connectivity;
  - Ratcliffe Power Station and East Midlands Airport Area that together will provide a demonstrator for new technologies and methods of:
    - production and energy generation and supply;
    - transport and digital connectivity;
    - a proposal to be the UK's only Inland Freeport with the Country's largest and only 24-hour dedicated air freight hub being its main entry point to the freeport;
    - a global multi-modal hub and centre for trade and logistics with substantial housing growth proposed across the wider area; and
    - creation of ZERO on the Ratcliffe Power Station site, an international centre for the development of market-ready zero emission technologies.
- 2.3 In addition to the broad programme benefits outlined above, there are a number of specific benefits for each of the five authority areas. For North West Leicestershire District Council the identified benefits include the development of a comprehensive and integrated plan for the area around East Midlands Airport which will create a series of attractive and deliverable investment propositions including:

- Retaining and enhancing the unique and special qualities of our existing communities
  - A world-class green and blue environmental investment programme with R&D in climate change and zero carbon
  - Sensitively located and carefully thought through co-location of mixed uses, with the potential for incorporating new homes, employment opportunities and infrastructure investment within that world-class landscape.
  - Investment in major infrastructure improvements which include enhancing J24 M1; enhanced links to the A453 and A50 – including the option to dual the A453 connection to the A42
  - An enhanced transport hub at East Midlands Airport connected to the East Midlands Parkway rail station and the HS2 Hub at Toton
  - Enhanced rail head connection from the SEGRO Logistics Park at East Midlands Gateway to the wider rail network
  - Shared benefits from the key sites in the wider East Midlands Development Corporation programme
- (Appendix A)**

2.4 Work is continuing on the preparation of the detailed business case, which will set out to Government how it meets the criteria for public-sector intervention. It will establish a case for change, a value for money assessment, commercial viability, financial affordability, and a route to delivery. It is anticipated that this will be submitted to Government in March 2021.

2.5 The initial stages of the programme highlighted the lack of any off-the-shelf model in statute to deliver the region's aspirations for a locally led approach of the kind envisaged. Instead a new model of governance is required, a Locally Led Urban Development Corporation (LLUDC).

2.6 There has been an ongoing and positive dialogue with Government regarding the most appropriate legislative pathway to establish this new type of Development Corporation:

2.6.1 In January 2020, the Midlands Engine responded to the MHCLG 'Development Corporation Reform: Technical Consultation';

2.6.2 In July 2020 the Secretary of State confirmed his support for the establishment of an Interim Vehicle, to continue to build momentum prior to the creation of a statutory Development Corporation; and

2.6.3 In August 2020, the [Planning White Paper consultation "Planning for the Future"](#) includes positive reference to the Development Corporation work on page 69 with the following statement:

"As we bring forward planning reform, we also want to ensure we have in place the right delivery mechanisms, including development corporations. A good example that we are already progressing is development at Toton in the East Midlands, where we have announced our intention to support the establishment of a development corporation to maximise the area's international links and create tens of thousands of new homes and jobs. We want to see more schemes of this kind, backed by modern delivery models, around the country."

2.7 The Parliamentary processes required to establish a new type of development corporation will take time and at the July meeting of the Oversight Board, partners endorsed the establishment of an Interim Vehicle to maintain momentum, subject to approval of the five directly affected local authorities.

### 3.0 ESTABLISHING THE INTERIM VEHICLE

3.1 Subject to the approval of the recommendations in this report, the Interim Vehicle, to be known as EM Devco will be incorporated on a date to be confirmed in the form of a Company Limited by Guarantee (CLG). The five local authorities with administrative responsibilities within the current scope of the programme (Toton, Chetwynd Barracks, East Midlands Airport Area and the power station at Ratcliffe on Soar), will be the members of the company, namely:

- Broxtowe Borough Council
- Leicestershire County Council
- North West Leicestershire District Council
- Nottinghamshire County Council
- Rushcliffe Borough Council.

3.2 The Interim Vehicle will, in part, mirror the intended form of the statutory Development Corporation and will consist of:

- An Oversight Authority comprising the 5 Local Authorities who will be the guarantee holders and corporate 'Members' of the CLG;
- An independent skills-based board of directors, including up to 11 directors, made up of a combination of independent and non-independent directors - the independent directors will be appointed through an open recruitment process and non-independent will be representatives from the 5 local authorities; and
- Local delivery vehicles/ special purpose vehicles or joint ventures for each site.

3.3 The Interim Vehicle will not have any statutory powers, these will remain with the relevant local authority partner until the establishment of the statutory development corporation.

3.4 The draft Members Agreement and draft Articles of Association set out the formal constitutional arrangements for the CLG and a summary of the key matters included in those documents are attached in **Appendix B**. Approval to establish the Interim Vehicle will confirm the authority's agreement to the details within these documents. The two County Councils (Leicestershire and Nottinghamshire) have jointly commissioned Bevan Brittan and the three District & Borough Councils (Rushcliffe, Broxtowe and North West Leicestershire) Browne Jacobson to provide independent advice. These documents have been based on an agreed set of principles developed between the 5 Local Authorities.

3.5 There remain some outstanding points to be agreed on the Members Agreement and Articles of Association, but at this stage the key matters for consideration are highlighted below, for ease of reference.

- The Interim Vehicle has applied for funding from MHCLG. Once the level of that funding has been confirmed, the Council will be asked to determine what level of contribution it can make to the Interim Vehicle's operating budget for the financial year 2021/22. This will be provided to the Interim Vehicle in the form of a grant.
- Matters to be reserved for agreement by the Oversight Authority i.e. the 5 Local Authorities who will own the CLG, as detailed in para 3.2 above. Matters reserved to the local authorities shall be split in to two 'tiers' with tier 1 requiring the unanimous approval of all local authorities, and tier 2 requiring 75% agreement based on the weighted voting rights. (The precise matters to be included in each tier is subject to final agreement).
- The Interim Vehicle Board Size and Composition.

3.6 Once established the first key task will be to consider appointments and develop a business plan. It will be the responsibility of the Board to deliver the business plan which will need the approval of the Oversight Authority and which will be reviewed on an annual basis. Approval will be required of the Oversight Authority for decisions that fall outside the business plan especially those which have a budgetary implication.

#### **4.0 FINANCIAL IMPLICATIONS**

4.1 The core costs for 2019-20 and 2020-21 of the Midlands Engine development corporation programme so far have been funded by Government, through the Ministry of Housing, Communities and Local Government (MHCLG). The total funding was £2 million, spread equally across 2 years (2019/20 and 2020/21). The programme team has also received additional resources through a mix of direct funding and in kind support from partner Local Authorities.

4.2 The Interim Vehicle will require additional funding to bring forward the proposals. As such, in September 2020 the programme submitted a £18.6m ask to Government as part of the Comprehensive Spending Review 2020 (CSR) process to cover the first three years, which is awaiting decision (**Appendix C**).

4.3 The CSR proposition includes the establishment of a dedicated and focussed team and governance structure to rapidly progress delivery and undertake the following tasks, which would be crucial steps to delivering the benefits highlighted above in paras 6-8. This would include:

- Providing detailed, deliverable investment plans
- Establishing commercial arrangements
- Investing in enabling infrastructure which unlocks the key sites
- Acquiring and assemble the land needed for coherent delivery of homes and jobs
- Delivering key early outcomes:
  - 1,500 additional new homes
  - 500 jobs
  - £25m Gross Value Added (GVA) Growth per annum
  - Paving the way for statutory development corporation with powers and investment.

4.4 As outlined in the key matters for consideration, para 3.5 above, if the recommendations in this report are approved, North West Leicestershire District Council may be required to contribute to the Interim Vehicle's operating budget for the financial year 2021/22. If this is the case, the Council will utilise reserves for this purpose.

#### **5.0 OTHER OPTIONS CONSIDERED**

5.1 Not to establish the Interim vehicle, but this is highly undesirable because momentum would stall and the deliverability of the benefits set out in this report would be put into considerable doubt.

5.2 As outlined, there is an expectation from the Midlands Engine that local authority partners fund the development corporation interim vehicle for its planned three years of operation. Providing this funding will ensure that the Council has a seat at the table to play a key role in shaping the Development Corporation into the future to ensure the delivery of maximum benefit for North West Leicestershire and the region.

5.3 The alternative option is to not support this proposal. However, the Development Corporation could continue without the support of local authority partners, although this would be far from ideal. In the short term, North West Leicestershire District Council will retain planning control but in the longer term (when the formal development corporation is established) this is unlikely to be the case and therefore the Council would lose any control of the site and its future development.

## **6.0 FINANCIAL IMPLICATIONS FOR NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**

6.1 As detailed throughout this report there are further negotiations required in respect of the level of financial contribution the Council may be required to make to support the Interim Vehicle.

6.2 Subject to this, it is proposed that a financial contribution to support the interim vehicle over the next 3 years is agreed and that in addition to the existing £100k provision within the 2020/21 General Fund revenue budget any further funding is met from reserves.

## **7.0 LEGAL AND GOVERNANCE IMPLICATIONS**

### **7.1 Proposed Development Corporation**

7.2 The Midlands Engine has instructed Pinsents to advise it in relation to this matter. Pinsents have given detailed advice in relation to the various potential options for establishing a development corporation which has been reviewed by Browne Jacobson on behalf of the District/Borough Councils. Four key features were identified as needing to be satisfied for the development corporation:

- To be locally led in order to better meet the needs of the local area. An oversight authority is proposed, potentially comprised of local authority membership to have oversight and control of various powers of the development corporation.
- To have wide financial powers so as to be able to access a wide range of funding including private and public equity and debt finance, and grants and other investments. It is also proposed that the development corporation be given powers to become a community infrastructure levy charging authority.
- To have two streams of planning powers. Firstly plan making powers, and secondly operational and enforcement powers to include the ability to approve planning applications.
- To be able to undertake delivery of projects and infrastructure, including the ability to determine planning applications and grant development orders. This will avoid multiple applications to separate local authorities where applications span more than one local authority area.

7.3 A number of existing forms of vehicles were considered with a view to meeting these requirements:

- A simple joint venture – considered to be inappropriate because it would not have the requisite power to progress this project with the complex make up of authorities and stakeholders involved.
- A Locally Led New Town Development Corporation – whilst this form of vehicle enjoys many of the powers identified for this project and is locally led, under existing legislation it would not have plan making or planning enforcement powers and it does not have the power to become a community infrastructure

levy charging authority and so is limited in the funding streams it may be able to access.

- An Urban Development Corporation – there are many benefits to this form of vehicle, however the Secretary of State has the power to give binding directions with which the vehicle must comply and so it does not have the benefit of being truly locally led.
- A Development Consent Order – these vehicles can have wider ranging powers but do have restrictions in terms of transport and economic development powers.

7.4 As none of the above existing vehicles are considered to meet all of the requirements of the proposed development corporation a new form of Locally Led Urban Development Corporation is proposed. This will require new primary legislation to be passed by Parliament. If legislated as suggested then this new form of vehicle will offer the greatest benefits to the local authorities going forwards.

#### *Power to Establish the Development Corporation*

7.5 The power to establish the proposed form of development corporation will come through primary legislation, in a similar way to the current forms of Urban Development Corporation and Locally Led New Town Development Corporation. In both of those cases there is primary legislation in place which broadly provides a power to the Secretary of State to designate an area for the relevant purpose and to establish the relevant vehicle by way of an order of the Secretary of State. Such an order will provide certain powers to the vehicle established by the order, with the Secretary of State potentially being able to exclude powers. Depending on the nature of the vehicle proposed there are differences as to the process to be undertaken and also the nature of the order that may be made by the Secretary of State. In both cases Parliamentary approval of the order is required.

7.6 The proposal for the new form of development corporation follows a similar process. Primary legislation will be required in order to provide the Secretary of State with the power to designate an area and establish a development corporation by way of an order. Parliamentary approval of the proposed order will be required.

7.7 As such the Council will not take a formal decision to establish the proposed development corporation. This will be a matter for the Secretary of State with the approval of Parliament. The Secretary of State will however be required to consult in relation to the designation of an area and the making of an order to establish the development corporation. The Council will have the opportunity to respond to that consultation with a view to shaping the nature of the development corporation and the powers afforded to it. The Council may also make proposals directly to the Secretary of State in relation to the development corporation.

7.8 The possibility of the primary legislation itself establishing the development corporation without further steps being required by the Secretary of State is being explored. However whether this is required will depend on how the primary legislation progresses.

7.9 Early involvement through the Interim Vehicle will be beneficial to the Council in helping it to shape the nature of the proposed development corporation, in particular with a view to ensuring a locally led position is established. The position that is established with the Interim Vehicle is likely to be reflected in the development corporation in due course.

#### *Nature and Structure of the Development Corporation*

7.10 The powers of the proposed development corporation will depend on the nature of the primary legislation that is ultimately passed. Whilst at this stage this is uncertain, it is proposed that this form of development corporation will be able to take on powers in its area to include acting as:

- Planning authority
- Highways authority
- Local transport authority

7.11 The Council's main role following establishment of the development corporation will be within the proposed oversight authority. The functions available to the oversight authority will be conferred by the legislation and the order creating the development corporation, but proposals include:

- The ability to give directions to the development corporation;
- The ability to appoint members of the development corporation;
- A requirement to give consent or approval to the acquisition or disposal of land by the development corporation; and
- A requirement to give consent in the event that the development corporation seeks to have additional powers conferred on it by a subsequent order.

7.12 Again the benefits of the Council being involved in the Interim Vehicle is that the position that is established is likely to be reflected in the development corporation in due course, and this provides the Council with the ability to influence the nature of the future development corporation.

#### *Legal Implications for the Council of the Proposed Development Corporation*

7.13 The key legal implication for the Council of the proposed development corporation is that to the extent that any powers in respect of a particular area are afforded to the development corporation, the Council will no longer be able to exercise such powers. As such the Council will lose a degree of control over those matters, the functions in respect of which are then to be exercised by the development corporation.

7.14 The potential for the legislation to include an ability for powers of the development corporation to be "switched on and off" is being explored. For example, certain powers may be afforded to the development corporation for certain phases of development, and otherwise revert to the Council. Again this is only a proposal at this stage and what is ultimately the position will depend on the nature of the proposed primary legislation.

#### **7.15 The Interim Position**

##### *Power to Join the Interim Vehicle*

7.16 In the interim it is proposed that an Interim Vehicle be established as set out in this report. This Interim Vehicle is proposed to be in the form of a company limited by guarantee. The Council's power to join a company limited by guarantee comes from the general power of competence in Section 1 of the Localism Act 2011 ("the 2011 Act"). This gives the Council the power to do anything that an individual might do. The power is restricted by Section 4 of the 2011 Act which requires that a thing done for a commercial purpose must not be something that the Council is required to do by statute, and must be something that the Council may also do for a non-commercial purpose.

Pursuant to Section 4, when doing something for a commercial purpose the Council must do this through a company, which includes a company limited by guarantee.

7.17 Development and regeneration areas have regularly utilised the general power of competence, and the Council may do so in the current matter.

*Nature and Structure of the Interim Vehicle*

7.18 As stated above, the Interim Vehicle will take the form of a company limited by guarantee. This means that the company will have no share capital, and the local authorities will be the guarantee holders and therefore the ‘members’ of the company.

7.19 Guarantees cannot be sold in the same way that shares can, therefore if a local authority wishes to leave the company they would hand their guarantee back and leave. They could not pass their guarantee on to another body or organisation. The local authorities may leave the company at any time by giving 12 months’ notice to the other authorities that they wish to leave.

7.20 While guarantee holders, the local authorities can exercise their control over the company in two key ways:

- Each local authority can appoint a director to the board, who will have a say in the day to day running of the company; and
- As members, the local authorities together can take direction on the ‘Consent Matters’ set out in Schedule 1 to the Members Agreement.

7.21 At present, the following key provisions of the Members Agreement are awaiting finalisation by agreement between the local authorities:

- The division between Tier 1 and Tier 2 Consent Matters;
- Whether funding will be provided as a grant or loan;

*Legal Implications for the Council joining the Interim Vehicle*

7.22 By joining the Interim Vehicle the Council will not delegate any of its statutory powers to the Interim Vehicle. The Council will retain control of these powers and any planning decisions will revert to each Council to be taken. The Council will not be bound by the considerations of the Interim Vehicle in exercising those powers.

**7.23 Governance**

7.24 The table below sets out the decisions to be taken by the Council in relation to the Interim Vehicle and the relevant decision making body within the Council:

<b>Decision</b>	<b>Decision Maker</b>
To join the Interim Vehicle	Full Council
To contribute financially to the Interim Vehicle	Full Council
To appoint a director to the Interim Vehicle	Executive



## **8.0 PLANNING IMPLICATIONS**

8.1 In advance of the statutory development corporation, it is anticipated that the Interim Vehicle would work with respective local authority partners to develop masterplans and supportive policy frameworks for the sites.

8.2 The five councils who will be the members of the Interim Vehicle will support it either individually or together through the following means:

- Planning policy expertise and related information associated with the three areas.
- Engage in site masterplanning and ensure consistency with Local Plan review processes;
- Consult with the Interim Vehicle and engage their planning teams on land use and transport planning policies being developed as part of the current reviews of local plans and strategies.
- Consult with the Interim Vehicle and engage their planning teams on planning applications and other development management decisions relating to the development of the sites.

8.3 At this stage the broad principles for the statutory development corporation would likely mean:

- Planning powers will only be sought for land within the proposed development corporation area. The range of powers may include, as examples, plan-making; development management and associated revenue raising (e.g. CIL and s106) and CPO powers. Should any planning powers be provided to the development corporation, consideration will be given to how they will interact with the powers held by the surrounding planning authorities in respect of both how the powers are expressed and how they will be exercised.
- The requirements under the duty to co-operate will apply between the development corporation and local authorities, should the development corporation obtain plan making powers.
- Community engagement and consultation will be enshrined from the outset through the preparation of a statement of community involvement (SCI) and with a statutory consultation process envisaged.
- Planning fee income, which operates on a cost recovery basis only, will be paid to the development corporation for planning applications within its boundary.
- The partners will seek to ensure that the constituent local authorities will have an important role as statutory consultees for planning applications (and policy through the duty to co-operate and the SCI), which would ordinarily fall within their respective administrative areas.
- The development corporation will act as the s.106 and/or CIL authority for associated infrastructure and where appropriate this may include the development corporation requiring developers to make contributions to strategic infrastructure outside of the development corporation's area.

## **9.0 CONSIDERATION BY THE COMMUNITY SCRUTINY COMMITTEE**

The Community Scrutiny Committee considered this report at their meeting on 28 October 2020. The minutes of the meeting are attached at Appendix D to this report. Cabinet will

note that, as well as putting forward detailed comments, the Scrutiny Committee resolved to amend the recommendations which were under consideration. The effect of the amendment was that Scrutiny's endorsement of proposals to Cabinet was caveated on that basis that a detailed risk assessment would be undertaken before Cabinet were asked to make their decision. Due to the timing of the preparation of the Cabinet report, and ongoing discussions with the five Chief Executives of the member councils the council report will include the detailed risk assessment and financial implications to enable Council to make a decision. If further information is available before Cabinet it will be circulated before the meeting on 10<sup>th</sup> November 2020.

## **10.0 RISKS**

- 10.1 Notwithstanding the recommendation of Community Scrutiny Committee for a further detailed risk assessment. Officers can draw the following risks to Cabinet's attention.
- 10.2 At this stage there is limited legal risk in deciding to become a guarantee holder of the Interim Vehicle because there are no overly onerous obligations within the documentation, there is no obligation to contribute a specific amount of money and North West Leicestershire District Council is able to leave the Interim Vehicle by giving notice.
- 10.3 Appointing a Director and being involved in the Consent Matter decisions increases control over and involvement with the project and is preferable to not being a member of the Interim Vehicle.
- 10.4 The Council will retain its statutory powers, including planning powers. It is not until the development corporation is formally established following the passing of relevant primary legislation and an order having been made by the Secretary of State that the development corporation will be afforded any statutory powers. The extent of the powers afforded to the development corporation will depend on the nature of the primary legislation passed and also the Order made by the Secretary of State. Early involvement in the Interim Vehicle may assist the Council in shaping the nature of the development corporation. The loss of powers on the part of the Council can be mitigated by the extent to which the oversight authority retains power over any matters. This is likely to be influenced by the balance that can be struck in the interim period.
- 10.5 Depending on the exact nature of the final form of development corporation in the primary legislation, the Council may lose financial income from Section 106 contributions, community infrastructure levy payments and business rates. This however will only impact at the point of the development corporation being established and not the Interim Vehicle, and it is preferable for the Council to be actively involved during this interim period so as to have the opportunity to influence the potential longer term position.
- 10.6 There are risks that the Development Corporation does not get approval from Government or the required level of funding, in the immediate or longer term, and so it does not deliver or does not progress beyond the initial 3-year interim vehicle stage.
- 10.7 There is a risk that after the initial 3-year term, further funding will be required from local authority partners to support the development corporation. This will need to be reviewed by each individual partner at that point in time if required and based on outputs delivered to date. There is no commitment to fund beyond the initial three years. It is expected that if a statutory development corporation is set up by

government in the future it will be funded and will be able to borrow and secure investment from private equity firms to deliver the ambitions.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	<ul style="list-style-type: none"> <li>- Support for businesses and helping people into local jobs</li> <li>- Developing a clean and green district</li> <li>- Local people live in high quality, affordable homes</li> <li>- Our communities are safe, healthy and connected</li> </ul>
Policy Considerations:	Planning implications are considered
Safeguarding:	None identified.
Equalities/Diversity:	The Development Corporation will work at levelling up to deliver jobs, business and growth accessible across the East Midlands.
Customer Impact:	None identified
Economic and Social Impact:	The Development Corporation is targeting transformational economic and social benefit to the region.
Environment and Climate Change:	Positive impacts of carbon neutral development, blue and green infrastructure and natural capital gain.
Consultation/Community Engagement:	Community engagement and consultation will be enshrined from the outset for the Statutory Development Corporation with the preparation of a statement of community involvement (SCI). Statutory consultation will include community groups.
Risks:	Risks are limited and identified within the report.
Officer Contact	James Arnold Strategic Director of Place <a href="mailto:James.arnold@nwleicestershire.gov.uk">James.arnold@nwleicestershire.gov.uk</a>

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# Levelling Up in Action: East Midlands Development Corporation



## Introducing the East Midlands Development Corporation:

A once-in-a-lifetime chance to shift the dial of regional economic performance via a new, locally-led development body which will have the freedom to focus on a series of large-scale projects which cross council boundaries. This new model for development at pace will transform the regional economy.

### What are its key projects?

- 1. Toton & Chetwynd: A super-connected Garden of Innovation** – We will provide infrastructure which unlocks the full potential of the HS2 Hub Station and develop proposals for a new sustainable community stretching from Toton to Chetwynd Barracks which provides homes, jobs and skills for a new era.
- 2. Ratcliffe-on-Soar Power Station: climate challenge to commercial opportunity** – a symbolic transformation of the UK's last coal-fired power station into ZERO, an international centre for the development of market-ready zero emissions technologies which drive new ways of living, working, moving and making, helping the UK hit carbon reduction targets.
- 3. East Midlands Airport: A global growth gateway** – the UK's largest airfreight gateway will be the heart of an Inland Freeport, alongside the UK's aerospace, automotive and rail engineering industries.

### Our critical first step...

To kick-start progress, we need to set up an Interim Vehicle to develop plans, open up sites and build market confidence ahead of parliamentary approval. The Interim vehicle will be ready to start work from March 2021, driving initial investments totalling £235m.

### ...will unlock transformational growth

The programme is forecast to deliver **84,000 jobs** and add **£4.8bn a year** to the East Midlands economy in the years to come. It will create confidence in the East Midlands as a long-term investment destination and drive progress in productivity and growth across the region's communities.

### The key policy agendas which EMDC addresses

**Levelling-up** – this ambitious vision for the future delivers jobs, business and growth accessible across the East Midlands; **Planning Reform** – the development corporation's structure and focus will overcome hurdles to progress, attract investment and drive joined-up growth; **Skills** – a new National Skills Academy at Toton will focus on the economy's future training/retraining needs; **Net carbon zero** – all developments and the ZERO Centre itself will prioritise real-world progress in reducing emissions; **Transport** – a detailed connectivity strategy means the capacity created by HS2 will open up better local and regional transport services which connect communities to growth. **Housing** – thousands of new homes fit for the future.

### The partnership behind a united vision

The proposal for the Development Corporation has been brought forwards by a partnership of local authorities in Derbyshire, Nottinghamshire, Leicestershire and Lincolnshire, the cities of Derby, Nottingham and Leicester, supported by businesses, universities and the Midlands Engine, Midlands Connect and local enterprise partnerships. They are working with MHCLG, BEIS, Treasury and Cabinet Office.

### EMDC: Pioneering a path to progress

As it rebuilds post-Covid, the East Midlands must respond swiftly and ambitiously – but current structures make that hard. The East Midlands Development Corporation will give it the capacity to respond at scale, overcome traditional hurdles to progress, and drive the momentum which both Government and private sector need as the UK

69 exploits new technologies for new ways of living, working and moving to unlock a new era of prosperity.

## Key benefits for North West Leicestershire

The East Midlands Development Corporation is levelling up in action – an ambitious strategy to confront challenge and create opportunity by connecting more communities to the benefits of long-term growth.

It will reverse historic under-investment in areas like transport connectivity, build on the strengths of key economic assets, unlock the real-world potential of clean technologies for business and communities, and support new ways of living, working and moving.

Driven by a shared vision across councils, businesses and universities, the East Midlands Development Corporation will have the capacity to maximise the impact of investment and the scale of benefits by taking a coherent and inclusive approach to developments which cross local authority boundaries.

It will also have the vision to plan and prepare developments which position the region to fully exploit the technologies and trends which will reshape the way we live, work and move as the 21st century progresses.

Its expertise and focus will also provide the certainty required for long-term investment by both government and the private sector, raising the area's profile and attracting international investors.

### By creating a comprehensive and integrated plan for the area around East Midlands Airport, it will create a series of attractive and deliverable investment propositions in North West Leicestershire:

- Retaining and enhancing the unique and special qualities of our existing communities
- A world-class green and blue environmental investment programme with R&D in climate change and zero carbon
- Sensitively located and carefully thought through co-location of mixed uses, with the potential for incorporating new homes, employment opportunities and infrastructure investment within that world-class landscape.
- Investment in major infrastructure improvements which include enhancing J24 M1; enhanced links to the A453 and A50 – including the option to dual the A453 connection to the A42
- An enhanced transport hub at East Midlands Airport connected to the East Midlands Parkway rail station and the HS2 Hub at Toton
- Enhanced rail head connection from the SEGRO Logistics Park at East Midlands Gateway to the wider rail network
- Shared benefits from the key sites in the wider East Midlands Development Corporation programme



For North West Leicestershire, the East Midlands Development Corporation will be instrumental in unlocking new opportunities critical to the area's long-term economic prosperity.

It will also drive confidence in businesses and investors that by offering clear routes to commercial progress, North West Leicestershire can be a key national destination for inward investment and sustainable economic growth.

## **APPENDIX B**

### **Summary of Key Matters – Draft Members Agreement/Draft Articles of Association**

The incorporation of the Company will involve the Council agreeing, as a founding member, 2 principle documents. The first being the articles of association which is the legal constitutional document of the corporation which sets out how the company is constituted and the basic rules around how the company will be run. The second is a members agreement, this is a “private” contract between the member councils which regulates the relationship between them. Whilst you do not have to have a members agreement it is a very common document in these kind of joint venture type arrangements

The key points to note for the documents are as follows:

Articles:

- The company will be established as a company limited by guarantee , to this end in principle, the council will only be liable for the amount of the guarantee (being £1) should the company be wound up. This should however, be separated from the prospect of repayment of any sums loaned to the company which would also be at risk in the situation where the company is wound up.
- The board of directors shall be 11, made up of 6 independent directors and 5 directors appointed by the councils, each council having the power to appoint a director and remove that director. The Chair shall be an independent director but will not have a casting vote.
- The independent directors will be appointed following a transparent process and subject to the approval of members in accordance with the members agreement.
- Where any decision is reserved to the member councils (rather than the board of directors) then the members will have weighted voting rights. With each County having a vote representing 33% of the rights and each district having a vote which has 11% of the rights.

Members Agreement:

- At present the agreement obliges the company to apply to MHLG for all the funds required by the Company. Once the MHCLG funding has been determined the Members will be asked what level of contribution they will be willing to make.
- Contributions will either be given as a grant or the loan. The Members’ lawyers are discussing the best route to provide such a contribution, however even under a loan agreement repayments are likely to be minimal.
- The council may withdraw from the agreement and membership of the company by giving not less than 12 months’ notice.
- As drafted presently the agreement provides that certain matters are reserved to the member councils to decide upon. These decisions are split into matters requiring all councils to agree to and those which require members holding not less than 75% of the voting rights (both county councils and at least 1 district council) to agree to. The list requiring unanimity only includes a decision around formally constituting the

statutory development company. The Councils' lawyers are seeking to include, approval and material variation of the business plan, appointment and removal of the independent directors and any variation of the voting rights of the members in the articles of association.

- The Members shall determine the business plan for the company which the Directors will enact. In this way the Members will set the scope and objectives for the company over the next 3 years, with an annual refresh.





Comprehensive Spending  
Review (CSR) 2020  
Proposition



## THE EAST MIDLANDS: OVERCOMING CHALLENGE, DRIVING OPPORTUNITY

The East Midlands regional economy is at an historic turning point, with a strategic response now required to address challenges and exploit long-term opportunities. As it recovers from the impact of COVID-19, its industrial base is also confronting the continuing digital revolution and adapting to a zero-carbon future. To harness its true potential, it must also raise skill levels and improve connectivity.



The East Midlands Development Corporation (EMDC) will be the catalyst for turning significant challenge into historic opportunity. It will provide the capacity, coherence, confidence and drive which enables a series of large-scale developments to deliver regional and national impacts.

The EMDC Comprehensive Spending Review (CSR) 2020 programme has brought together all upper tier authorities across the East Midlands together with university, LEPs and business leaders.

## THE EAST MIDLANDS DEVELOPMENT CORPORATION: THE PATHWAY TO PROGRESS CORPORATION

The EMDC will supercharge a new era of growth for the regional economy by enabling projects which build directly on the potential of HS2; the region's status as a major UK trade and logistics gateway; and its historic strengths in R&D and industrial innovation – particularly research and innovation related to the emerging low carbon economy.

Those projects will contribute substantially to levelling-up the regional economy by driving clean, inclusive growth, significantly improving connectivity, and enabling real-world technologies which open up new markets and give the UK competitive advantage.

Our CSR 2020 programme proposals will drive early momentum for these opportunities by creating an interim body which will pave the way for the statutory Development Corporation.

### **This interim vehicle will:**

- Provide detailed, deliverable investment plans
- Establish commercial arrangements
- Invest in enabling infrastructure which unlocks the key sites
- Acquire and assemble the land needed for coherent delivery of homes and jobs

- Establish a National Skills Academy focused on future economic need
- Fund ZERO, an international centre for the development of commercial applications to meet the climate change challenge
- Demonstrate economic ambition, drive market confidence.

The EMDC programme is focused on ambitious long-term outcomes which will lift regional economic performance to a point where it makes a greater contribution to UK output. Those outcomes are:

**An exemplar community at Toton & Chetwynd centred on the HS2 Hub** – A destination for knowledge-driven jobs and an exemplar carbon zero community which mixes next generation living, working and connectivity, and builds a new ‘Garden of Innovation’.

**Symbolic transformation of the UK’s last coal-fired power station into an international centre for next-generation carbon zero technologies** – The Ratcliffe-on-Soar Power Station, due to close in 2025, would host ZERO, a demonstrator for the development of market-ready carbon zero technologies for energy, industry, housing, transport.

**An Inland Freeport centred on the UK’s largest 24-hour airfreight hub** – East Midlands Airport is a global freight gateway which sits alongside a major multi-modal logistics interchange and is close to world-class industries such as aerospace and automotive.

The East Midlands was the cradle of the UK’s Industrial Revolution, an historic economic transformation. It is fitting that it should now be the place which overcomes some of the challenging environmental legacies that this fossil-fuelled revolution left behind.

It is also a deliverable strategy, with a number of factors aligning to make this new transformation possible: the arrival of HS2, which will supercharge connectivity and enable new housing and commercial investment; the decommissioning of Ratcliffe-on-Soar Power Station, a strategically-positioned 700-acre investment site with grid infrastructure; the UK’s largest airfreight gateway at East Midlands Airport; and the presence of specialist low-carbon expertise in the region’s major businesses and universities – who have a history of collaboration.

The EMDC model itself is the key to exploiting potential at this transformational scale: through vision, capacity and professional expertise, it will reverse the coordination challenges that have held back regional economic momentum. Critically, it will also provide confidence to investors looking for clear opportunities driven by committed teams working to a long-term goal.

## GOVERNMENT'S ROLE: LEVELLING-UP IN ACTION

Our ambitions for the EMDC project are of an historic magnitude. Without bold government intervention, old hurdles to progress will remain, and growth ambitions will not be met:

- Housing and business space delivery would be slower and at lower levels without the leadership, focus, specialist skills and visible momentum of the Interim Vehicle.
- Coordinated and timely delivery of plans for Toton & Chetwynd will not be possible without a link road and early land acquisition.
- ZERO is a visionary project which requires significant upfront investment to prime delivery whilst key areas of focus and operating models are refined.
- The National Skills Academy's scope and significance is such that it requires funding over and above that available via Local Authority and partner budgets.

**Central to the EMDC concept is a structure and purpose which overcomes challenges posed by the current system:**

- Complex local authority boundaries and responsibilities mean strategic intervention is required to bring forward a coherent plan for priority regeneration of key regional development sites.



- Fragmented land ownership at Toton and Chetwynd hinders coordinated infrastructure investment. Intervention enables investment aligned to strategic goals.
- New transport infrastructure and green spaces – critical to connectivity and quality of life – would be limited without a strategic masterplan, which will maximise impact and value.
- ZERO will marshal resources for R&D in a way which ensures a focus on the delivery of applied solutions capable of transforming connectivity, productivity and place.
- The Development Corporation's strategic priorities will provide a repeatable model for zero carbon regeneration, development and integrated placemaking.
- Growth enabled by HS2 could cause congestion which strains existing infrastructure. The Interim Vehicle will mitigate these impacts by coordinating responses across boundaries.
- Regional inequalities would be locked-in without intervention. The Interim Vehicle can correct this under-performance by prioritising interventions and coordinating delivery.

# INITIAL INVESTMENT: BUILDING VISIBLE MOMENTUM



The initial investment will deliver:

- 1500 new homes
- 500 new jobs
- £25m Gross Value Added (GVA)  
Growth per annum

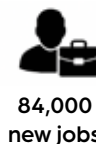
It will also provide visible momentum behind an historic intervention designed to both shift the dial of regional economic performance and make decisive progress towards zero carbon innovation and growth via industrial and academic collaboration which delivers viable, real-world solutions.

Both HM Treasury Green Book and Departmental Guidance, including MHCLG, suggest early intervention will deliver a Benefit Cost Ratio of 2:1 based on land value uplifts and the impacts of each project.

## Initial Investment



## Overall Ambition



This initial investment is a critical step which paves the way for a transformational long-term programme which is expected to deliver 84,000 jobs, at least 4,500 homes and a £4.8bn uplift to the East Midlands' GVA.



## FINANCIAL PROFILE: UNLOCKING OPPORTUNITY

The EMDC CSR 2020 projects have a total current-price cost of £235m. These costs have been based on estimates developed by professional expertise, including cost consultants, chartered surveyors, consulting engineers and infrastructure specialists. Specialist advice has also been provided about land acquisitions. Land assembly costs will be recovered as sites are developed and any uplift in value resulting from investment by EMDC will also be captured.

The estimated total cost of ZERO reflects its capacity to deliver benefit at societal level, with early investment required to finalise detailed feasibility studies.

Grant Thornton has advised on establishing the Interim Vehicle, with costs for the corporate team and deliverables split between the three key sites, and costs for specialist expertise assessed according to site-specific requirements.

Total private sector investment levered by the EMDC CSR 2020 programme is estimated to be some £300 million.

## CRITICAL FIRST STEPS: SUPPORTING AND DELIVERING THE 2020 CSR PROPOSITION

The process starts with the five key steps which form this 2020 CSR proposition:

- 1. The Interim Vehicle** is pivotal to project-specific objectives, commercial confidence and region-wide economic ambitions: if funding is reduced, the capacity does not exist. Various models have been evaluated by partners and government and the appropriate structure has now been identified.
- 2. The Toton & Chetwynd Link Road** to open up the first phase of development. It cannot be delivered without the full requested funding. It is also central to the 'Access To Toton' strategy developed to maximise the connectivity value of investment in the Toton HS2 Hub. It will be implemented by Nottinghamshire County Council as highway authority working with the EMDC interim vehicle.
- 3. Land assembly at Toton & Chetwynd** – pooling public sector land and acquiring other strategic assets, including formally integrating the Chetwynd MoD barracks into the site.
- 4 ZERO** – Creating an international centre on a radically new scale to develop commercial low emission solutions at speed and linked to a large industrial development fund. ZERO will be critical in achieving decarbonisation and emissions targets and will put the UK at the forefront of applied innovation in sustainable future technologies.



The business case for ZERO reflects the investment required to go from the conceptual stage to a detailed delivery plan involving researchers, engineers, policy and behavioural specialists – including application-focused technologists and an unrivalled set of solution demonstrators. Reducing funding would impact on confidence and miss the opportunity to accelerate the delivery of much needed solutions. This is a symbolic transformational ambition defined by expertise in problem-solving and real-world outcomes. Regional universities, industry, local partners and the Energy Research Accelerator are already developing a feasibility study. Turner & Townsend has identified a programme to progress the proposals.

## 5. Creating a National Skills Academy

is a central part of our programme, ensuring growth opportunities created in the East Midlands can be extended to all communities. It is therefore a priority for partners, and fundamental to our inclusive ambitions. It will be delivered by a collaboration between our university partners & a local secondary school to develop low carbon economy skills: training key workers, linked to knowledge sector, also providing retraining & social mobility to support sustained inclusive growth.



## Risk Management

Robust governance and delivery arrangements have been identified for the proposed EMDC and its associated Interim Vehicle, ensuring efficient and effective delivery of CSR 2020 projects. Through a shared vision with partners, they have already prepared responses to key delivery risks:

- **Site Assembly** – Nottinghamshire County Council has already acquired a strategically important part of the Toton site. CSR funding will enable aligned landholdings, including MoD property at Chetwynd, to be assembled.
- **Planning consent** – required for the link road, but the proposed scheme will also form part of local planning policies, and the emerging Supplementary Planning Document.
- **Cost management** – appropriate allowances have been made in the project, both in cost estimates and feasibility advice to help develop the projects.
- **Dependence on third parties** to take forward early investments – local partners have close working relationships, for example, the University of Loughborough and the owners of Ratcliffe Power Station site.
- **Market/economic uncertainty** – mitigated by the involvement of public sector in infrastructure for early win projects; development plots ready as Covid-19 recovery accelerates.

## SUMMARY:

# A REGION LEVELLED-UP AND LIFTED

A series of major development opportunities have been identified which offer long-term potential to drive inclusive growth which better connects communities to the emerging low carbon economy. These projects offer individual benefits and the collective potential for viable, next generation solutions for living, working and travelling. They also address UK-wide strategic policy objectives related to skills, housing, transport, innovation and zero carbon.

A 'purpose-built' structure is required to lead progress and attract significant private sector investment. The model identified is the East Midlands Development Corporation, which will have the capacity, skills and coherence to act at a regional scale.



To build momentum ahead of the creation of a statutory body, an Interim Vehicle is needed to drive the early, enabling interventions such as infrastructure, land assembly and preparation/scoping.

This will not only enable the statutory body to hit the ground running but will build confidence that the levelling-up agenda will create long-term opportunities for communities and investors.



[www.midlandsengine.org](http://www.midlandsengine.org)



EXTRACT of DRAFT MINUTES of a meeting of the COMMUNITY SCRUTINY COMMITTEE held in the Remote meeting using Microsoft Teams on WEDNESDAY, 28 OCTOBER 2020

Present: Councillor D Harrison (Chairman)

Councillors B Harrison-Rushton, C C Benfield, A J Bridgen, T Eynon, G Hoult, K Merrie MBE, D E J Tebbutt, M B Wyatt and M D Hay (Substitute for Councillor J Geary)

In Attendance: Councillors

Portfolio Holders: Councillors R Ashman, R D Bayliss and T Gillard

Officers: Mr J Arnold, Mrs T Bingham, M D'Oyly-Watkins, Mr T Delaney, Mr C Elston, Mrs A Harper, Mr C Lambert, Walford, Mrs R Wallace and Miss E Warhurst

## **19. ESTABLISHMENT OF COMPANY TO BE KNOWN AS 'EM DEVCO LIMITED'**

The Strategic Director introduced the item and gave a presentation to Members.

The Planning and Infrastructure Portfolio Holder addressed the Committee and spoke in support of the proposal.

In principle, Members were supportive of the proposals and the need for development on a large scale was acknowledged. The main concerns raised were in relation to the interim delivery vehicle.

The following comments were raised by Members as part of the thorough discussion:

- Concerns were raised on the cost element of the project. The project was reliant on the completion of HS2 and government funding; therefore, there was a huge risk that NWLDC and Leicestershire County Council could become liable for the ongoing costs of the Interim Vehicle in addition to any initial financial contribution.
- Members felt that the councillor representative on the Interim Vehicle Board was invaluable as it was important to have an influence on the project to achieve the potential benefits for the district.
- In reference to being net carbon zero, it was pointed out that the promise was to 'prioritise' the reduction of emissions and this did not mean net carbon zero. In addition, the report referred to East Midlands Airport as an inland Freeport on the UK's largest 24-hour airfreight hub, which was not a carbon neutral approach. It was felt that approving this would be welcoming flight scheduling 24 hours a day. Concerns were raised that the proposal did not embrace the climate change emergency and it was felt that it should be in the forefront for any future development.
- Concerns were raised that the legislation for a Freeport and for a locally lead Development Corporation had not yet been approved or details available to examine. In addition, there was no guarantee that the government would allow a Development Corporation at the end of the process, or the desired type of Development Corporation actually be achieved, and clarity was needed in this situation for the Interim Vehicle.
- Members felt it was very important going forward to receive more details as they became available and regular progress updates. The Strategic Director confirmed this would be the case, as well as regular consultation with the Cross Party Working Group.

- A number of Members expressed major concerns with the financial risks for the authority, especially in the current difficult economic climate. It was strongly felt that a risk assessment was essential when the matter was considered by Council.

The Strategic Director reassured members that the recommendations for cabinet were for financial support in principle. When considered by Council there would be specific costs included and £100,000 had already been allocated for the project within the budget. He agreed that as the Council would be reliant on obtaining funding there would be an element of risk involved.

Councillor T Eynon proposed a change to the wording of the Cabinet recommendations to acknowledge the amount of risk involved and to ask for a comprehensive risk assessment to be undertaken before approval by Council. This needed to include the impact of HS2 eastern branch to East Midlands not happening; no government funding for the interim vehicle; climate change challenge not embraced; impact of COVID 19; and new legislation not being forthcoming and an alternative structure for the Development Corporation being necessary, meaning it would not be “locally led”, Following a discussion by Members and advice received from the Monitoring Officer, it was agreed that recommendation 3 be amended to read as follows:

‘Subject to the comments made by the Committee and the undertaking of a full comprehensive risk assessment prior to consideration at Council, the cabinet recommendations as detailed in the report be approved.’

Subject to the amendment to recommendation 3, It was moved by Councillor T Eynon, seconded by Councillor M Hay and

RESOLVED THAT:

- 1) The progress made to date regarding the East Midlands Development Corporation and the establishment of an Interim Vehicle be noted.
- 2) Comments made by Committee be considered by Cabinet at their meeting on 10 November.
- 3) Subject to the comments made by the Committee and the undertaking of a full comprehensive risk assessment prior to consideration at Council, the cabinet recommendations as detailed in the report be approved.

## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 10 NOVEMBER 2020



<b>Title of Report</b>	<b>BUILDING CONTROL - PROPOSAL FOR FUTURE SERVICE DELIVERY</b>	
<b>Presented by</b>	Councillor Robert Ashman Planning and Infrastructure Portfolio Holder	
<b>Background Papers</b>	<b>None</b>	<b>Public Report:</b> Yes
		<b>Key Decision:</b> Yes
<b>Financial Implications</b>	The detailed financial implications are contained in the body of the report.	
	<b>Signed off by the Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	The detailed legal implications are contained in the body of the report. The building control service is an executive function and the decision to delegate the function to another council rests with Cabinet.	
	<b>Signed off by the Deputy Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	Any implications on staff will be managed through our existing policies with staff and trade union consultation and engagement. Decisions regarding the structure and size of the establishment rest with the Head of Paid Service who has been consulted on these proposals.	
	<b>Signed off by the Head of Paid Service:</b> Yes	
<b>Purpose of Report</b>	To update members on the progress of the future delivery of the Councils Building Control service	
<b>Reason for Decision</b>	To seek Cabinet approval for the delivery of the Councils Building Control function to be transferred to Charnwood Borough Council.	
<b>Recommendations</b>	<p><b>THAT CABINET:</b></p> <ol style="list-style-type: none"> <li><b>1. NOTE THE WORK WHICH HAS BEEN DONE ON THE BUILDING CONTROL PROJECT WITH CHARNWOOD BOROUGH COUNCIL TO DATE AND THE COMMENTS FROM THE COMMUNITY SCRUTINY COMMITTEE ON 28 OCTOBER 2020</b></li> <li><b>2. AGREE THAT THE DELIVERY OF THE BUILDING CONTROL FUNCTION BE TRANSFERRED TO CHARNWOOD BOROUGH COUNCIL;</b></li> </ol>	

	<p><b>3. AGREE THAT, UNDER SECTION 101 OF THE LOCAL GOVERNMENT ACT 1972, SECTIONS 19 AND 9EA OF THE LOCAL GOVERNMENT ACT 2000 AND REGULATION 5(2)(A) OF THE LOCAL AUTHORITIES (ARRANGEMENTS FOR THE DISCHARGE OF FUNCTIONS) (ENGLAND) REGULATIONS 2012 THAT THE DELEGATED AUTHORITY BE GRANTED TO CHARNWOOD BOROUGH COUNCIL TO DELIVER BUILDING CONTROL SERVICES ON BEHALF OF NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL AND IN ACCORDANCE WITH THE TERMS OF A DELEGATION AGREEMENT WHICH IS TO BE AGREED BY BOTH AUTHORITIES;</b></p> <p><b>4. GRANT DELEGATED AUTHORITY TO THE STRATEGIC DIRECTOR OF PLACE, TO NEGOTIATE AND FINALISE THE TERMS OF DELEGATION AGREEMENT WITH CHARNWOOD BOROUGH COUNCIL</b></p> <p><b>5. NOTE THAT THE HEAD OF PAID SERVICE HAS, IN ACCORDANCE WITH POWERS VESTED IN HER AT PARAGRAPH 4.1.1 (a) OF THE SCHEME OF DELEGATION WITHIN THE CONSTITUTION AND SUBJECT TO CABINET APPROVAL OF THE DELEGATION OF THE FUNCTION, MADE A DECISION TO TRANSFER STAFF TO CHARNWOOD BOROUGH COUNCIL IN ACCORDANCE WITH THE PROVISIONS OF THE TRANSFER OF UNDERTAKINGS (PROTECTION OF EMPLOYMENT) (TUPE) REGULATIONS.</b></p>
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## **1.0 BACKGROUND**

- 1.1 For some years now, the local Authority Building Control sector has been facing significant challenges from increased competition from private sector ‘Approved Inspectors’; declining local government finances; increased costs; small geographical areas (compared to an Approved Inspector), significant pay and benefits disparity with Approved Inspectors; an aging workforce; and a shortfall of new graduate entrants into the profession.
- 1.2 In early 2018, Hinckley and Bosworth Borough Council, North West Leicestershire District Council and Charnwood Borough Council came together to redefine how building control services could be provided across their administrative areas. The Building Control Alternative Service Delivery Joint Project Board was subsequently established in March 2018, formed of Strategic Directors from the partner authorities and later on, a legal representative from North West Leicestershire District Council.
- 1.3. The project objectives agreed by the Project Board were to:
- Improve business resilience in light of external competition
  - Provide a competitive career and pay structure to attract and retain suitably skilled staff
  - Improve the financial viability of the Building Regulation fee earning work

- Make more effective use of staff skills to the benefit of partners
  - Have more effective training and at reduced cost
  - A scalable and adaptable structure to enable wider joint working in future
  - Reduce costs to the general fund of partners
  - Provide a consistent service over the administrative area in scope
  - Share investment in operational costs
  - Increase market share and develop a competitive service which will be fit for purpose
- 1.4. Guided by the Joint Project Board, the Project Team considered a range of service delivery models and then tested them against the agreed project objectives. The models assessed were:
- Do nothing – maintain existing service delivery arrangements
  - Outsource to an outside supplier
  - Public sector mutual – Service owned and delivered by the staff
  - Shared Service
  - Local Authority Trading Company
  - Join other partnerships
- 1.5. In April 2019, Hinckley and Bosworth Borough Council left the partnership in favour of an arrangement with Blaby District Council linked to other business relationships between the two councils. The outline business case was therefore revised to take account of the new position along with new evidence on finance and TUPE as well as the implications of Brexit. In light of this new information Board agreed a revised programme in May 2019 to move straight to a local authority trading company and work commenced work on a full business case.
- 1.6. The draft business case for a trading company was reported to Board in September 2019. However, Board considered that this option was not capable of being recommended to members, as the business development necessary to cover costs in the current and forecast market conditions were too great a risk for partners. Board asked for the full business case to be refined and then finalised to demonstrate that the option had been thoroughly tested. The final version of the full business case was signed off by the Project Board in March 2020.
- 1.7. The Project Board agreed to explore other options for partnership working to maintain the effective delivery of the service. This included extending an existing Section 113 agreement which was already in place with Charnwood Borough Council. This is a legal agreement made under Section 113 of the Local Government Act 1972 which enables councils to place their officers at the disposal of the other. Under these arrangements staff remain employed by their “home” council and undertake roles/deliver services, for an agreed cost, as if they were part of the recipient council. A S113 agreement was already in existence between the Council and Charnwood Borough Council for the provision of ad hoc support and resilience to the Councils Building Control service. Changes in the staffing levels at the Council due to staff leaving and difficulty in recruitment to qualified Inspector posts meant that a S113 agreement was no longer a suitable model.
- 1.8. The Council is keen to continue to work in partnership and ensure the delivery of the service to a high standard across both councils. As such the Project Board have explored the option of delegating the service to Charnwood Borough Council to deliver on behalf of North West Leicestershire District Council and it is this option which is before Scrutiny for consideration and comment.

## **2. PROPOSAL FOR BUILDING CONTROL SERVICE DELIVERY**

- 2.1 It is proposed that the responsibility for the Building Control service be delegated to Charnwood Borough Council to deliver building control services on behalf of North West Leicestershire District Council and in accordance with the terms of a Delegation Agreement which is to be agreed by both Authorities.
- 2.2 In order that the Council ensures it can remain competitive and build a market share and have a resilient quality service it is important that we have sufficient capacity and resource, which would be afforded with a larger service across Charnwood and NWL. This will increase our ability to market and grow the services and ensure that in future we are best able to maximise the benefits of a larger building control offer potentially across Leicestershire. It is considered that the model proposed is the best way of doing this.
- 2.3 Whilst the model of service delivery recommended is delegated responsibility it is important to note that the approach fits into the wider aims of building a shared service programme with Charnwood Borough Council recognising the shared economic geography and the need to drive efficiencies and increase resilience within local government.
- 2.4 As a result of the delegation agreement, Charnwood Borough Council will provide an at-cost Building Control service under the Building Act 1984, Building Regulations 2010, Building (Local Authority Charges) Regulations 2010, any other relevant contemporaneous legislation, and any changes to relevant legislation (e.g. Building Safety Bill) for North West Leicestershire District Council from 4 January 2021.
- 2.5 Heads of terms have been drafted and are subject to continuing discussions between the Council and Charnwood Borough Council. Section 5 below sets out the legal and governance implications.
- 2.6 The heads of terms require that a Building Control Management Board, with officers from both Councils, will meet to manage the delivery and future development of the Building Control function that has been delegated to Charnwood Borough Council. The purpose of the Management Board is to ensure that the Building Control service meets its obligations in the delegation agreement and where necessary, determine any future involvement of the Council and Charnwood Borough Council in further developing the delegated Building Control function, e.g. creation of a local authority trading company.
- 2.7 Interim arrangements will be put in place when the Councils Building Control Manager leaves on 25 October until 4 January 2021 by way of a variation of the existing S113 legal agreement, which has been drafted by the Councils Legal Team. This will ensure that Charnwood Borough Council provide support to keep the Councils Building Control service operating during this interim period.

### **3. STAFFING IMPLICATIONS**

- 3.1 It is proposed that the Council will transfer all Building Control staff to Charnwood Borough Council. Due to current vacancies, this means that TUPE type transfer will only affect the Building Control Support Officer post (1FTE – 2 People). It is further proposed that some internal reorganisation take place to enable the Land Charges Function, which is currently located within the Building Control service, to be retained by the Council in the Planning and Infrastructure service. These matters will be dealt with in line with the Councils usual HR process. It is worth noting the role of the Head of Paid Service in making decisions regarding the size and configuration of the Council's establishment detailed at Section 5 below.

### **4. FINANCIAL IMPLICATIONS**

- 4.1 Building control consists of two accounts – fee earning and non-fee earning. The fee earning account is ring-fenced and all expenditure is covered by building control fee income. There is a statutory requirement to balance the income and expenditure for this account by taking “one year with the next. The non-fee earning account is a cost to the general fund less any non-fee earning building control fee income received.
- 4.2. Under the agreement proposed, Charnwood Borough Council will manage the fee earning account on our behalf, they will retain all building control fee income and we would expect the account to break-even in accordance with the statutory requirement (see para 4.1 above), and any good practice in terms of the length of time required to recover a deficit. Charnwood Borough Council will be responsible for setting the building control fees. Therefore, there will be no charge to the council for expenditure incurred in relation to the fee earning account after the initial implementation period (see para 4.4 and 4.5 below). The Council will not subsidise any deficits on the fee earning account.
- 4.3 For the non-fee earning (NFE) account, it has been agreed with CBC that for:
- 2020/21, the remaining budget for the year will be transferred to CBC;
  - 2021/22, the budget has been set at £147,810, this is comparable with the current year budget and the indicative budget for 2021/22;
  - 2022/23 onwards, CBC will set the budget, which will be approved by the Management Board with reference to actual costs of providing the service and the historic position.

CBC will be paid quarterly in advance and they will provide a quarterly reconciliation of all income and expenditure that has been charged to the NFE account. The Council will be liable for any additional expenditure, however this is no different to providing the service in-house. Any savings will be passed back to the Council.

- 4.4 There will be some cost to the Council of delegating the Building Control function to Charnwood Borough Council (CBC). Due to the current vacancies within the Councils team being filled by agency workers, it has been agreed that these will transfer to CBC and the council will fund the additional salary costs of the two agency posts for a period of up to 6 months, and then 50% of the additional salary costs for up to 12 months from the date of commencement, in order to allow CBC time to implement their new team structure. It is estimated that this will cost in the region of £42,000.
- 4.5 In addition, the following start-up costs have also been identified by Charnwood Borough Council and agreed by the Council.

Item	Costs	ask of NWL
Recruitment	£2500 x 3 BC inspectors	£7,500
Training for new team from LABC	£2,700 for whole team	£1,350
Refresh of both websites	£4,000-£8,000 for both LAS	£4,000
Marketing	£3,000	£1,500
Case management/time recording system	£2,000-£6,000	£6,000
Total		£20,350

The overall cost to the Council is estimated to be £62,350 based on the agency and start-up costs.

- 4.6 It has been agreed that exceptional costs on the statutory NFE account, for example should there be an event like the Birstall gas explosion, will be billed on a time costs basis as part of the annual reconciliation. In addition, any “internal consultancy work” for Council projects will also be billed on a time cost basis following a specification/estimate process. There is no additional cost to the Council as these are costs that would be accrued if the service remained with North West Leicestershire.
- 4.7 Given that the Council do not currently have any Building Control officers following the resignation of the Building Control Manager, there would still be a need to pay for continued agency staff, recruitment, training, web site and marketing if the service was not delegated to Charnwood Borough Council. Therefore, it is considered that the costs to the Council outlined above are outweighed by the need to provide resilience to the service in light of the current circumstances and the original objectives of the Project Board outlined in paragraph 1.3 above.
- 4.8 The nature of the work of building control means that customers pay fees for jobs which require a number of applications, inspections or interventions by the building control inspector. The process from the start of a building control application to completion can take time, often some years. The customer will pay the building application fee up front for the whole job. This means that there are jobs “in the system” which have been paid for and may have not been started or are part complete. Post delegation, CBC will be required to pick up and complete those jobs (and will incur costs as a result) but NWL will have received the full fee for the work. Work is underway to establish the number and value of these cases and agree the financial implications with CBC. As the fee earning account income and expenditure is accounted for separately and kept in a separate reserve, there will be no impact on the general fund balances and any deficit will need to be recovered in future years, as CBC manage the Fee earning account on the Councils behalf, in line with CIPFA Local Authority Building Control Accounting Guidance for England and Wales (2010)
- 4.9 Finally, there will remain £35,800 (based on 2021/22 budget) of corporate recharge costs that have previously been recharged internally from corporate services to the Building Control team. Members will recall that when outsourcing its leisure centres, the Council targeted to achieve 50% savings of the £400k of central recharges that would need to be absorbed when outsourcing. Given the relatively low value and the complexities involved in making corporate savings across all areas at this low value, a savings target will not be worked towards within corporate services at this time.



Instead, through the Council's Journey to Self Sufficiency Programme, monitoring of the corporate centre costs will be undertaken regularly and where a number of establishment changes have been undertaken, savings targets will be developed and worked towards.

## **5. LEGAL IMPLICATIONS**

### **Building control function – governance**

- 5.1 The building control function is an executive function. This means that a decision to delegate the function to another local authority must be made by Cabinet. It is not delegated to officers under NWL constitution. The enabling authority for the delegation of a function is [Regulation 5\(2\)\(a\) of the Local Authorities \(Arrangements for the Discharge of Functions\) \(England\) Regulations 2012](#) and Section 101 of the Local Government Act 1972 and Sections 19 and 9EA of the Local Government Act 2000.
- 5.2 The decision and the relationship between NWL and Charnwood Borough Council will be captured in a Delegation Agreement. Work has begun on developing the Heads of Terms for the Delegation Agreement and these are currently the subject of negotiation with Charnwood Borough Council. Given the recent changes in the service, it was considered prudent to undertake this work concurrently with the usual HR process to ensure a decision could be made in a timely manner.
- 5.3 Broadly, the Delegation Agreement will cover:
- The term of the delegation – 5 years and 3 months (from 4.1.21)
  - The resources being transferred in terms of budget and staff
  - The practical operation of the fee earning and non-fee earning accounts/work
  - The costs to be paid by NWL
  - Arrangements for the verification and invoicing for non-fee earning work
  - TUPE implications on delegating the function and should the delegation be rescinded
  - Terms of reference of an officer management board which will monitoring finance, performance and the business plan for the service,
  - KPIs
  - Indemnities, dispute resolution and termination/exit provisions.
- 5.4 Cabinet will consider the final heads of terms. If the delegation is agreed by Cabinet by virtue of the legal agreement entered into, the council does retain “ownership” of the responsibility for the building control function, having been given it by statute.
- 5.5 Legal advice has been sought on the consequential changes which will need to be made to reflect the fact that Cabinet has made a decision to delegate the function. The Head of Legal and Commercial Services has the delegated power to make changes to the constitution which are necessary as a result of fact and law. The proposed changes which would be required a result of Cabinet making the decision at their meeting on 10 November are attached at Appendix A.

### **Staffing/establishment matters – governance**

- 5.6 All matters related to staffing and proposed changes to the establishment are within the remit and delegation to the Chief Executive (CX) as Head of Paid Service in

NWL's constitution. The CX can make the decisions which are required in relation to staffing matters which are necessary to effect the decision of Cabinet.

5.7 Section 4 of the [Local Government and Housing Act 1989](#) provides for the Head of Paid Service to report its proposals to Council, where they consider it appropriate to do so relating to:

- a) the manner in which the discharge by the authority of their different functions is co-ordinated;
- b) the number and grades of staff required by the authority for the discharge of their functions;
- c) the organisation of the authority's staff; and
- d) the appointment and proper management of the authority's staff.

5.8 The CX has been consulted on this proposal and does not consider that the duty under S4 is engaged. This is due to the scale of the service, its budgets and number of staff affected by the proposal.

#### **Legal advice to the building control project**

5.9 Legal advice has been provided to both councils by the NWL in house team throughout this project. The advice has, to date, focused on advice on the legal structures available, governance and vires. The Head of Legal and Commercial Services has advised Charnwood Borough Council that they will need to have independent advice on the Delegation agreement and governance route at Charnwood Borough Council. This has been agreed by Charnwood Borough Council and they have put arrangements in place.

5.10 Legal advice will continue to be provided to NWL by the Head of Legal and Commercial Services and the Commercial Solicitor for the most part. External legal support has been sourced to support the drafting of the Delegation Agreement.

## **6 RISKS**

6.1 The relationship between the senior leadership for Charnwood Borough Council and North West Leicestershire District Council is effective and strong and will be important in ensuring shared communication and monitoring of any service. The Council have a good track record through the Audit service which we provide on a similar basis to Charnwood Borough Council and this service will provide an opportunity to build on a wider programme of sharing. Risks are more effectively managed in a constructive strong partnership.

6.2 There are some risks to the fee earning work due to the change in arrangements resulting from the potential loss of key clients the Councils Building Control manager has built good working relationships with. However, the mitigations for this are effective handover with those key clients with Charnwood Borough Councils Building Control Team Leader before the Councils Building Control Manager leaves, and a clear marketing and communications plan to be developed by Charnwood Borough Council.

6.3 Financially, Charnwood Borough Council would be responsible for keeping the FE account in balance taking one year with the next and to manage the resources

accordingly. Any risk to the Council might be around the return of the delegation at the end of the 5 years or before, for instance if the function comes back with deficit. However, any such risks should be picked up by the Building Control Management Board who will meet annually and KPIs

- 6.4 In relation to the NFE account, there is some risk to the general fund of increase in costs. However, this should be mitigated by a clear contract, the annual Building Control Management Board, KPIs, and by Charnwood Borough Council being required to time record and bill, which will be reviewed by the Council before the invoice is paid.
- 6.5 There could potentially be risks around return of service at end of contract or before. In terms of mitigation, there will be a 9 month notice period, and a requirement to agree a means of apportioning any surplus or deficit relating to the fee earning account. In addition, TUPE would apply in reverse with a reciprocal indemnity clause.
- 6.6 There is a risk that increased capacity, and changes to Building Regulation legislation will increase non-fee earning costs. This is because non-fee earning work includes enforcement, investigation of unauthorised work, the giving of advice in response to general enquiries, competent person scheme notification registration, and the registration of Initial Notices, etc.
- 6.7 In terms of any reputational damage resulting from the delegation of the Building Control function, this would be largely mitigated by having clear heads of terms, a contract (delegation agreement), and the Building Control Management Board, with officers from both Councils, will meet to manage the delivery and future development of the Building Control function. With these measures in place, officers are satisfied that risks can be mitigated and managed effectively.
- 6.8 Performance of the delegated function will be managed through KPI's which will be assessed on a quarterly basis by the sub-group of the Building Control Board and annually by the Building Control Board.

## **7. COMMUNICATIONS**

- 7.1 Affected staff members are already being engaged with and kept informed and this will continue throughout the process. Members will also be kept up to date through members bulletins and chief executive updates.
- 7.2 Charnwood Borough Council's communications team are leading on a marketing and communications plan, supported by the Councils communications team. This is currently being drafted and takes into consideration the wider communications required for customers and residents in both districts.
- 7.3 Both Charnwood Borough Council and the Councils website will be updated regularly and will clearly outline what is happening with the service. Both communications teams will be in regular contact to ensure a consistency of messaging throughout.

## **8. THE NEXT STEPS**

- 8.1 The proposal to delegate responsibility for the Building Control service to Charnwood Borough Council was reported to Community Scrutiny on 28 October 2020 and the Committee was supportive of the proposals and had no further comments to make. The minutes of Community Scrutiny are attached as Appendix B.

- 8.2 Officers from Charnwood Borough Council are working up a project implementation plan with key steps, including that contracts are agreed in December 2020, to ensure that the delegated service to Charnwood Borough Council commences on 4 January 2021.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	Our communities are safe, healthy and connected
Policy Considerations:	None identified
Safeguarding:	None identified
Equalities/Diversity:	An Equality Impact Assessment has been completed in collaboration with officers at CBC. No unmanageable impacts have been identified for customers or employees.
Customer Impact:	Marketing and web site refresh should ensure that there is limited impact on customers and the delegation of the function ensures resilience and continued service.
Economic and Social Impact:	None identified
Environment and Climate Change:	None identified.
Consultation/Community Engagement:	Three week consultation with affected staff and unions.
Risks:	As set out in paragraph 6 of the report.
Officer Contact	Chris Elston Head of Planning and Infrastructure <a href="mailto:chris.elston@nwleicestershire.gov.uk">chris.elston@nwleicestershire.gov.uk</a>

Proposed changes to the Constitution to reflect the Delegation of Building Control Service

Section 7 of the Councils constitution is the Scheme of Delegation to Staff – Council and Executive Functions. The scheme of delegation sets out the extent to which the powers and duties of the authority are delegated to officers.

It is proposed that a new clause be inserted into the Scheme of Delegation under the heading Joint Arrangements to reflect the delegation of Building Control functions to Charnwood.

A new clause 11.5 that states:

11.5 The Council has entered a joint arrangement with Charnwood Borough Council under which Charnwood Borough Council discharges the Councils functions in relation to Building Control.



The Monitoring Officer has authority to make changes to the constitution to reflect changes of fact and law. The Monitoring Officer can use this authority to make the above changes to the constitution to reflect the change of fact.

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EXTRACT OF DRAFT MINUTES of a meeting of the COMMUNITY SCRUTINY COMMITTEE held in the Remote meeting using Microsoft Teams on WEDNESDAY, 28 OCTOBER 2020

Present: Councillor D Harrison (Chairman)

Councillors B Harrison-Rushton, C C Benfield, A J Bridgen, T Eynon, G Hout, K Merrie MBE, D E J Tebbutt, M B Wyatt and M D Hay (Substitute for Councillor J Geary)

In Attendance: Councillors

Portfolio Holders: Councillors R Ashman, R D Bayliss and T Gillard

Officers: Mr J Arnold, Mrs T Bingham, M D'Oyly-Watkins, Mr T Delaney, Mr C Elston, Mrs A Harper, Mr C Lambert, Walford, Mrs R Wallace and Miss E Warhurst

## **20. BUILDING CONTROL - PROPOSAL FOR FUTURE SERVICE DELIVERY**

The Head of Planning and Infrastructure presented the report to Members.

A discussion was had on the difficulty to recruit to building control posts nationally and the general movement to shared services for a number of authorities. Members supported the proposals.

It was moved by Councillor K Merrie, seconded by Councillor T Eynon and by affirmation of the meeting

RESOLVED THAT:

- 1) The work undertaken on the Building Control Project with Charnwood Borough Council to date be noted
- 2) Comments be provided to Cabinet when the matter is considered at its meeting on 10 November.

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## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 10 NOVEMBER 2020



<b>Title of Report</b>	<b>CHANGE OF APPROACH FOR CURRENT RENT ARREARS ENFORCEMENT</b>	
<b>Presented by</b>	Councillor Roger Bayliss Housing, Property and Customer Services Portfolio Holder	
<b>Background Papers</b>	None	<b>Public Report:</b> Yes
		<b>Key Decision:</b> Yes
<b>Financial Implications</b>	There will be a need to invest in an additional Tenancy Sustainment Officer which would be £40,957.06 pa (including on-costs) which will be partially offset by £30,000 savings due to reduced empty homes costs. The additional funding is included in the budget process and subject to Council approval.	
	<b>Signed off by the Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	There are no legal implications.	
	<b>Signed off by the Deputy Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	There will be the need to appoint an additional Tenancy Sustainment Officer. This proposal supports Corporate Delivery Plan priorities	
	<b>Signed off by the Head of Paid Service:</b> Yes	
<b>Purpose of Report</b>	To seek Cabinet approval to implement changes to the approach to managing rent arrears.	
<b>Reason for Decision</b>	To enable the Housing Service to implement changes to maximise support and rental income.	
<b>Recommendations</b>	<b>THAT CABINET APPROVES THE PROPOSED CHANGES TO THE APPROACH TO MANAGING RENT ARREARS, NOTING THE COMMENTS FROM COMMUNITY SCRUTINY AND THAT THE FUNDING IS SUBJECT TO COUNCIL APPROVAL.</b>	

**1. BACKGROUND**

- 1.1 Collecting rent from tenants is a key function of the Housing Management Service and over the past 15 years there have been periodic considerations of whether to move away from a generic Housing Officer function and create a specialist rent arrears team. However, performance has been strong in this area, which is discussed further in section 3 below, and there are merits to both the tenant to have a single point of contact for tenancy matters and for the officer to have an overview of issues arising on their 'patch'.

- 1.2 There are seven generic Housing Officers, each managing a patch of approximately 600 properties. This was supplemented by a Support Officer when funding became available due to the introduction of Universal Credit and has evolved into two Tenancy Sustainment Officers who continue to assist tenants with a range of benefit claims, including Universal Credit and they assist new tenants who have been assessed as being at risk of not being able to sustain a tenancy due to them being a care leaver or a history of financial difficulties. More recently, the officers have become involved in complex cases such as hoarding or where we become aware that a tenant doesn't have any furniture. In 2018 an assessment of the Tenancy Sustainment Service was undertaken which demonstrated they were able to access £102,368.50<sup>1</sup> funding (including Housing Benefit, Discretionary Housing Payment, Council Tax Support) for tenants which was valued to have saved the authority more money than the cost of their salaries.

<sup>1</sup> Based on Q3 Report in 2018

## **2. PERFORMANCE**

- 2.1 As part of our membership to Housemark, who benchmark our performance with other housing providers, it is shown that rent arrears performance is strong and has for several years been at Upper Medium/Upper Quartile.
- 2.2 The exception to our strong performance for rent arrears is the level of evictions which was high at 20 during 2019/20. A review was undertaken which showed majority of tenants who were evicted did not engage with the service. Evictions are also considered a necessity to achieving strong arrears performance for tenants to be aware that we will proceed to eviction if rent is not paid.

## **3. WHY CHANGE?**

- 3.1 Covid 19 has changed both temporarily and permanently the financial position for a number of our tenants with many facing the benefit system for the first time or increased household expenditure due to increased amount of time at home and with children not being at school.
- 3.2 To protect renters, the government quite rightly decided to make some changes, specifically:
- To change the notice period from 28 days to 3 months – the Notice period is the formal notification that court proceedings will not be begun until after the expiry of the period (now 3 months) – this restriction was changed on 28 August 2020 to increase to a 6 month period until the end of March 2021.
  - To prevent any evictions for rent arrears – expired on 28 October 2020
  - The requirement to serve a reactivation Notice before any court proceedings can resume.

In reality this means there will be a substantial backlog of cases and pre Covid 19, it could take up to 3 months for a hearing to be listed, when applying social distancing in the court process, it is estimated to increase to 6-9 months before a hearing is listed. The courts also require a breakdown of the arrears separating out any arrears which have accrued due to Covid 19 along with an explanation of what the council has done to support their tenant.

- 3.3 Our level of rent arrears as at 27 September 2020 has also increased by 57% since the beginning of the financial year. In monetary terms this is an increase of £216,053.20 (from £378,392.86 to £594,446.06). For performance and benchmarking reasons, the performance is shown as 'rent arrears as a % of gross debit' – this has increased from 2.17% to 3.33% for the same period. Our target was 2%.
- 3.4 Housemark have looked at the impact of Covid 19 on performance and advised that we are still in a good position when compared with other housing providers – a copy of this report is attached as Appendix A.
- 3.5 Taking the above into account we have an opportunity to fully review our approach and although there is a risk that our performance may worsen, this may be for the short term until the approach is embedded and the benefits achieved.

#### **4. PROPOSED APPROACH**

- 4.1 The proposed approach is intended change the relationship with tenants in the way we manage our rent arrears to encourage tenants to 'Talk to Us' to seek advice and support rather than avoiding contact which often occurs as we are seen only as an enforcer. This will be achieved by increasing the level of support provided for tenants by introducing two additional stages in the arrears process:
- i) When a tenants account first goes into arrears, the Tenancy Sustainment Officer will make friendly contact to see if the officer can help opposed to a reminder letter. They will assist with advising on benefit entitlement and help with claims along with support with financial management.
  - ii) When a case is being considered for court action. The Tenancy Sustainment Officer will again make friendly contact, and this is to act as an opportunity to regain control of their financial situation and reduce the arrears to avoid legal action and the associated costs.
- 4.2 It is anticipated that when the Court service is restored, the District Judges will want a breakdown of the debt to understand what proportion of arrears has accrued during the Covid 19 period. There are currently 19 cases pending court hearings with a total arrear of £52,346.15 of which £19,874.60 has accrued during the Covid 19 period.
- 4.3 It is further proposed to introduce a HRA Hardship Rent Payment as a way of crediting the rent account if tenants find themselves in difficult financial circumstances directly related to Covid 19 – the proposed eligibility criteria is attached as Appendix B.
- 4.4 The income procedure will be updated to reflect the proposed changes if there is support to change the approach. There will also need to be a rebranding of the service to enable this to work which will need a detailed communications plan.

#### **5. FINANCIAL IMPLICATIONS**

- 5.1 The proposal to take a person-centred approach which in turn is hoped it will reduce the number of evictions and associated bad debt along with the negative spend for enforcement action and the associated costs for preparing a property ready for letting. Based on average cost of £6,465.86, this would equate to £129,317.20 for 20 evictions.
- 5.2 The legal and professional budget for the service is £55,000 for 2020/21.

- 5.3 There will be a need to invest in an additional Tenancy Sustainment Officer which would be £40,957.06 pa (including on-costs).
- 5.4 Assuming the new approach achieves a 50% reduction in arrears and increasing the benefits accessed for those tenants who engage with the supported as outlined in 2.2 above by 50%, the gross saving would be £218,211.35 (£64,658.60 eviction costs + £153,552.75 benefits accessed).
- 5.5 The total salary costs for three Tenancy Sustainment Officers would be £122,871.18 (including on costs). Funding is already in place for the existing two officers.
- 5.6 The net financial benefit would be £95,340.17. However, there would be the added community and personal benefit, specifically in relation to the impact on child poverty and fuel poverty as households financial position improves which are priorities identified in our Health and Wellbeing Strategy.
- 5.7 In benchmarking terms, the cost of the Housing Management service is very low when compared with other housing providers.
- 5.8 It is also worth acknowledging that there would be a reduction in the households presenting as homeless which the authority would have duty to assist, even in the short term and the associated costs have not been included in the calculations. Neither has the staff time for court attendance.
- 5.9 It is proposed that the additional post be for a fixed term of two years. The additional funding is included in the budget process and subject to Council approval.
- 5.10 In summary, although there would be the need to invest in an additional Tenancy Sustainment Officer, the individual and financial benefits far outweigh the investment.

## **6. CONSIDERATION BY SCRUTINY**

- 6.1 The proposal was considered by Community Scrutiny Committee on 28 October 2020 and the minutes are attached as Appendix C.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	- Local people live in high quality, affordable homes
Policy Considerations:	Income Policy
Safeguarding:	None identified
Equalities/Diversity:	The proposal is to provide additional support to tenants in financial hardship irrespective to other protected characteristics.
Customer Impact:	The aim of the proposal is to increase the support available to tenants in financial hardship.
Economic and Social Impact:	Increasing the support available will have positive impacts both economically and socially. The proposal aims to reduce the amount of enforcement action and ultimately evictions with the result of tenants sustaining their tenancies.
Environment and Climate Change:	No direct impacts
Consultation/Community Engagement:	Tenants of the Tenant & Leaseholder Consultation Forum have been consulted and support the proposal.
Risks:	No risks identified
Officer Contact	Amanda Harper Housing Management Team Manager <a href="mailto:amanda.harper@nwleicestershire.gov.uk">amanda.harper@nwleicestershire.gov.uk</a>

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# Key Performance Forecasting (updated)

North West Leicestershire DC

September 2020

As the largest UK-wide network of social housing businesses and the leading data-driven solutions provider for the sector, HouseMark is helping landlords understand the impact now, forecast what the future repercussions might be, and act on the evidence to secure the well-being of their residents, employees and their businesses.

This is the second iteration of our bespoke Key Performance Forecasts, covering arrears, void loss and anti-social behaviour caseload using a consistent HouseMark methodology. For those that received our first Key Performance Forecast report, this second iteration has been updated with new data. In particular, it now contains quarter 1 actuals as well as fresh data taken from our monthly impact monitoring exercise. These forecasts do not take into account local policy and practice decisions that can have a big impact on performance. However, they do provide an external view that can inform and enhance your own forecasts, and help you make the right decisions in these challenging times.

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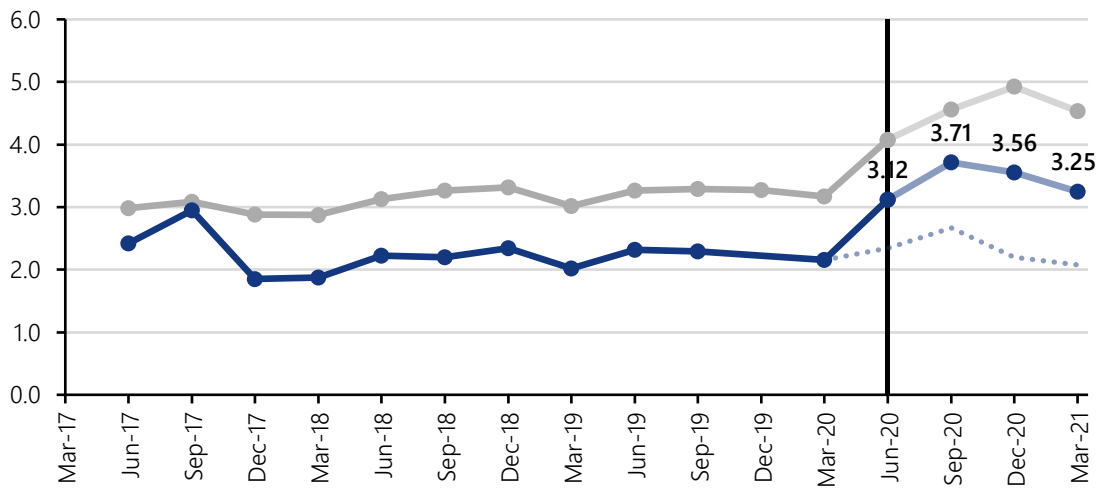
# Executive summary

This document provides updated bespoke forecasts for your organisation on arrears, void loss and anti-social behaviour caseload. Our methodology has been developed to use historic data (including Q1 actuals) as well as recent data on the impact of COVID-19 on the sector and contextual data for your organisation.

These forecasts should be viewed as a tool to support your own forecasts, rather than replace them. Our forecasts do not take into account any local policy or practice and as such your own forecasts may well be more accurate. However, our forecasts do provide comparisons with the wider sector and can be a useful 'can opener' to inform your strategy.

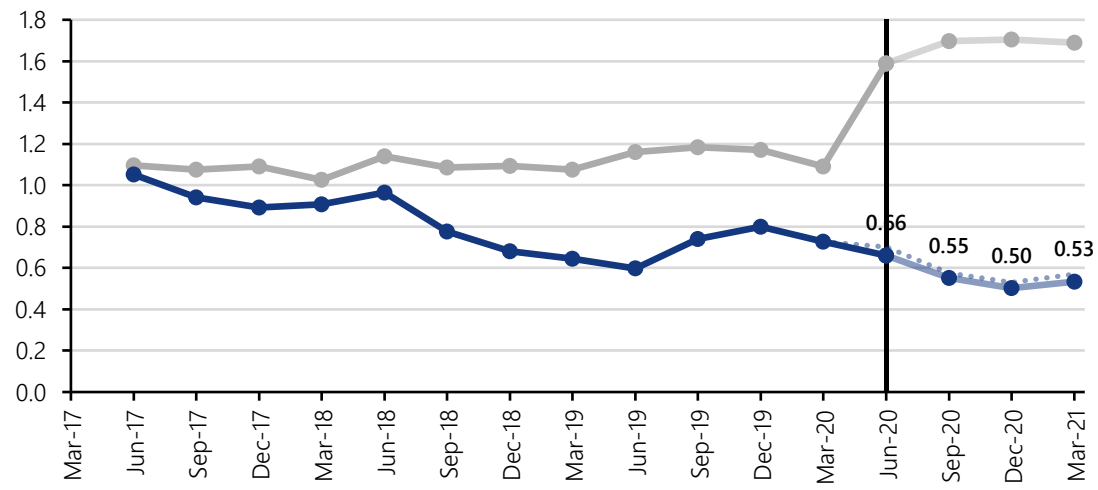


**Rent arrears of current tenants as % of rent due**



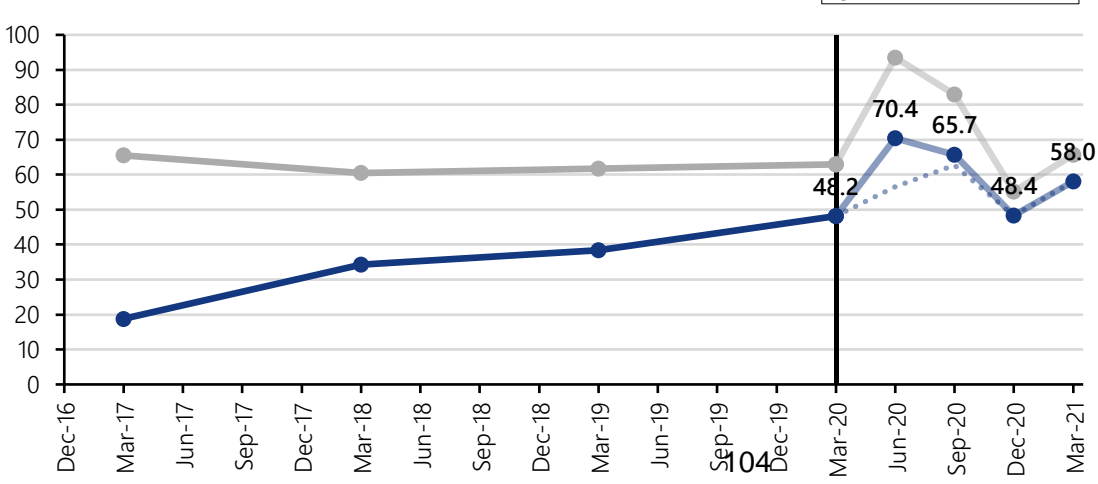
Your arrears position has consistently remained below average, including June 2020-21. We predict your arrears rate is yet to reach its maximum and will peak at 3.71% by June before falling to 3.25% by March 2020-21.

**Rent loss due to empty properties as % rent due**



Your historical void loss figures have been consistently below average, including June 2020-21. We predict your void loss rate reached its peak in June and will now be to fall to 0.53% by March 2020-21.

**ASB cases per 1,000 properties**



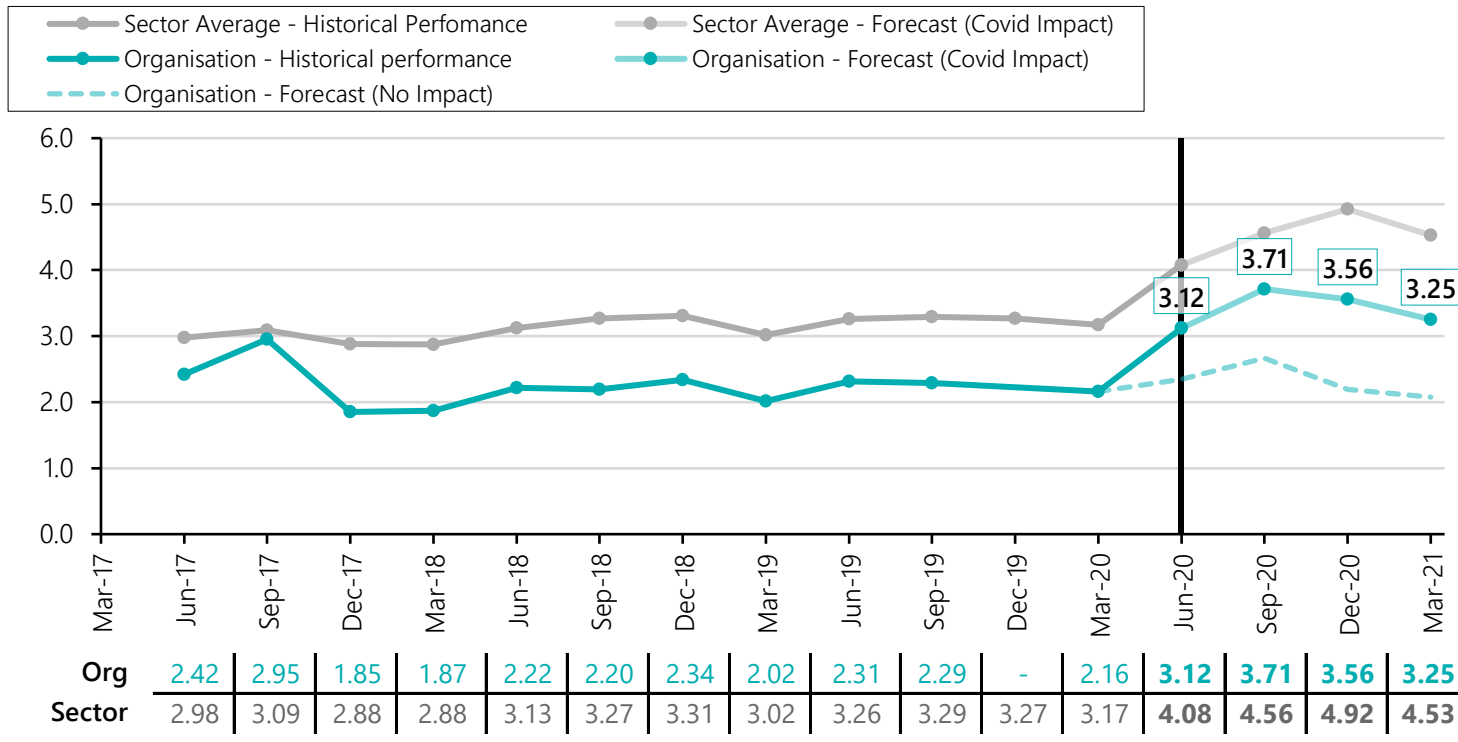
The number of cases reported to your organisation is consistently lower than average. Our forecast predicts your ASB rate peaked in June and will now begin to return to normal levels.



# Current tenant arrears

Your arrears position has consistently remained below average, including June 2020-21. Over the first quarter of 2020-21 arrears rose above expected levels for much of the sector, including for your organisation. We predict your arrears rate is yet to reach its maximum and will peak at 3.71% by June before falling to 3.25% by March 2020-21. This is 1.17 percentage points above your predicted outcome (assuming no COVID-19 impact) and 1.28 percentage points below the average figure.

## Rent arrears of current tenants as % of rent due

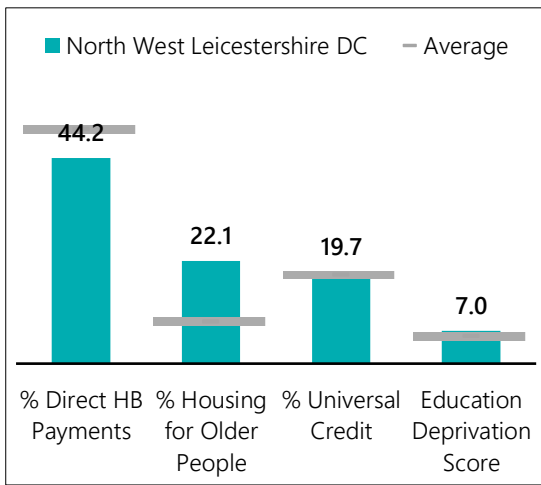


## Methodology

We have built your bespoke forecast on three sources of information:

- Using your historical data to generate an anticipated forward trend (using exponential smoothing).
- Using intelligence gathered from HouseMark's Covid 19 Impact Monitoring (CVIM). The initial change in the arrears rate from March to June 2020 is based on actual data collected from across the sector. Additionally, we have factored in an increase in Q2 when the government furlough scheme winds down, and a further hit in Q3 when the scheme ends.
- Applying a contextual adjustment that is unique to your organisation. Using internal HouseMark data and open data sources we have adjusted your performance based on your estimated context. For each contextual measure in the table below we have compared your performance to the mean value for all submitting organisations. Based on your estimated context, we expect you will experience a slightly lower than average impact on arrears and have adjusted your forecast accordingly.

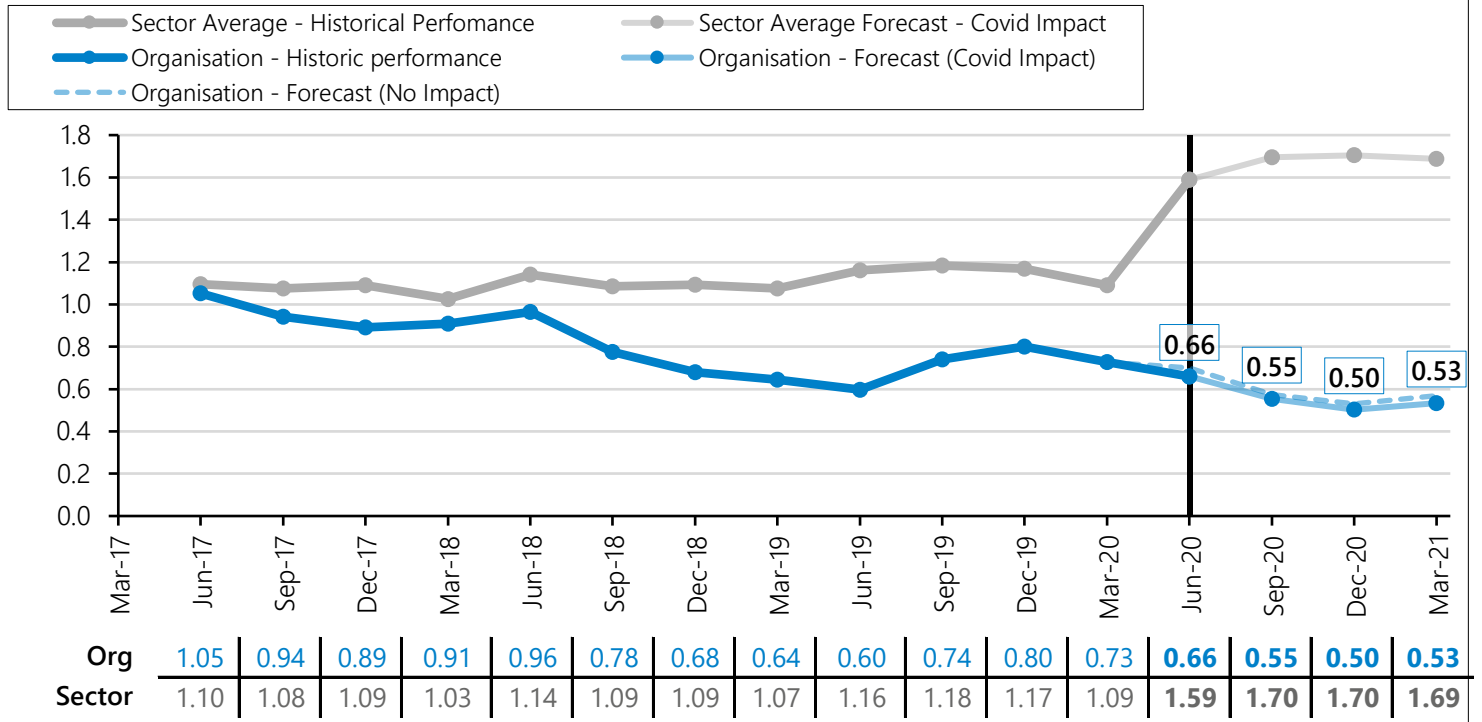
Factor	Sector	Your organisation		Weight
<b>% Direct HB Payments</b> Estimated % of direct HB payments (DWP data weighted by stock profile).	50.5	44.2	Below average, therefore assumed higher arrears	50%
<b>% Housing for Older People</b> % of HOP units as a proportion of social stock (based on HouseMark data).	9.1	22.1	Above average, therefore assumed lower arrears	25%
<b>% Universal Credit</b> % of tenants claiming UC units (based on HouseMark data 2018-19)	19.1	19.7	Above average, therefore assumed higher arrears	25%
<b>Education Deprivation Score</b> IMD 2019 - proxy for skills (score out of 10, where 10 is deprived)	5.9	7.0	Above average, therefore assumed higher arrears	20%
<b>Overall adjustment to CV impact -0.64%</b>				



# Void loss

Your historical void loss figures are consistently below average, including June 2020-21. Over the first quarter of 2020-21 void loss increased above normal levels for the majority of the sector, however your void loss remained stable. Our forecast estimates your void loss reached its maximum in June and will now begin to fall to 0.53% by March 2020-21. This is 0.03 percentage points below your predicted outcome (assuming no COVID-19 impact) and 1.15 percentage points below the sector average.

## Rent loss due to empty properties as % rent due

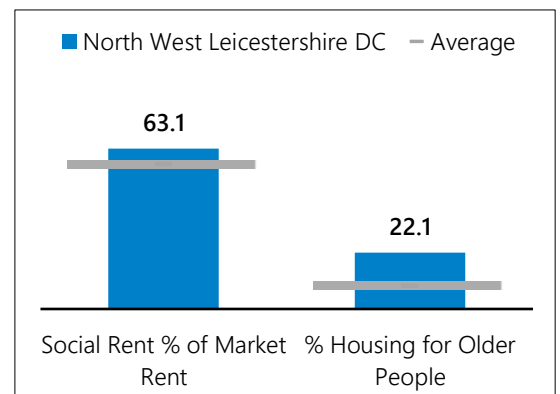


## Methodology

We have built your bespoke forecast on three sources of information:

- Using your historical data to generate an anticipated forward trend (using exponential smoothing).
- Using intelligence gathered from HouseMark's Covid 19 Impact Monitoring (CVIM), a monthly data collection exercise across a set of key measures to track the impact on housing providers month by month. We have used CORE data to identify which types of terminations are likely to continue and compared this with our CVIM lettings data to create an assumed level of turnover.
- Applying a contextual adjustment that is unique to your organisation. Using open data sources we have adjusted your performance based on your estimated context. For each contextual measure in the table below we have compared your performance to the mean value for all submitting organisations. Based on your estimated context, we expect you will experience a slightly greater than average impact on void loss and have adjusted your forecast accordingly.

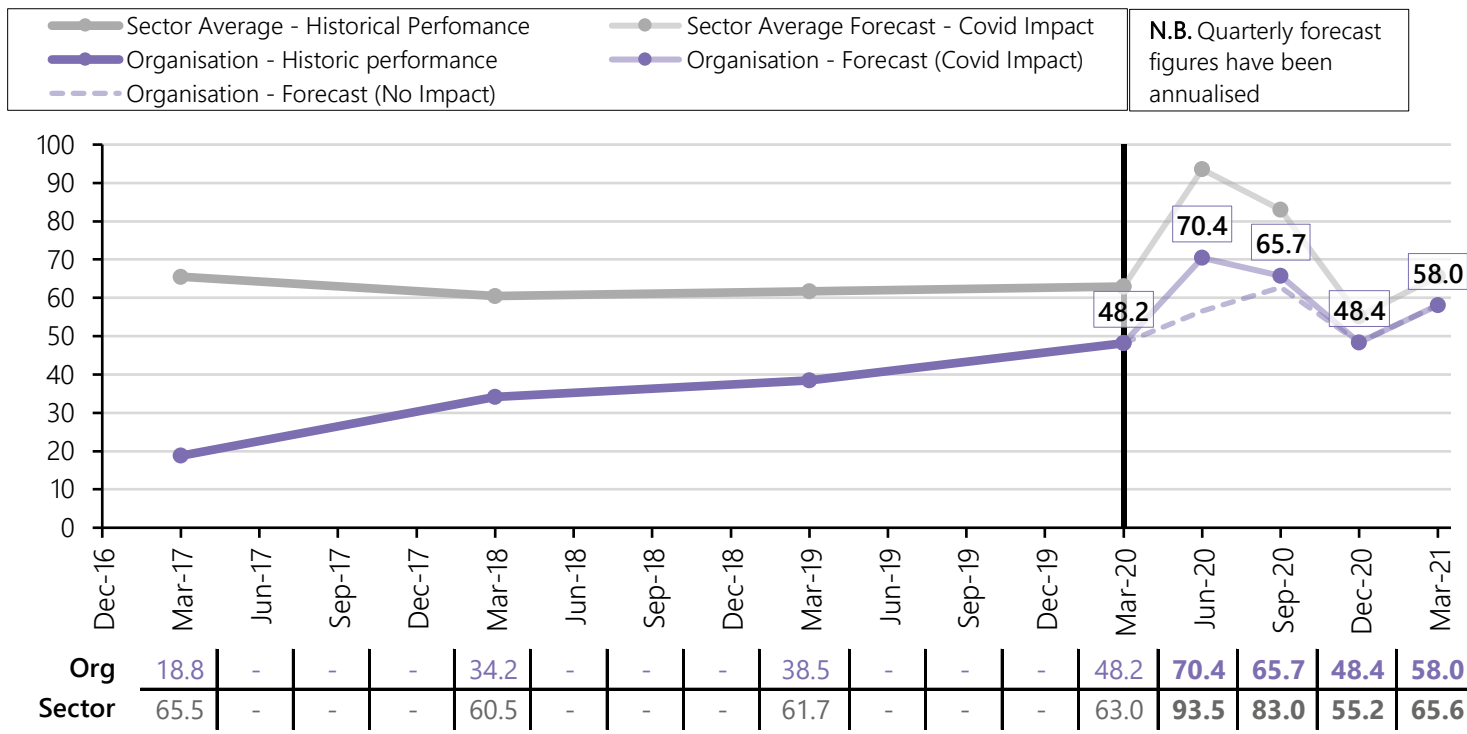
Factor	Sector	Your organisation	Weight
<b>Social Rent % of Market Rent</b> SR data from SDR/StatsWales/ARC, vs. MR data from Scot.gov/StatsWales/VOA	56.9	63.1	Above average, therefore assumed higher tenancy churn 25%
<b>% Housing for Older People</b> % of HOP units as a proportion of social stock (based on HouseMark data).	9.1	22.1	Above average, therefore assumed higher terminations 25%
<b>Overall adjustment to CV impact 3.58%</b>			



# Anti-social behaviour

The number of new ASB cases reported to your organisation is consistently lower than average (based on 4 years of data). Our forecast predicts your ASB rate peaked in June and will now begin to return to normal levels. At its peak, we estimate your organisation was dealing with around 13.9 additional cases (per 1,000 properties) than under normal circumstances.

## ASB cases per 1,000 properties



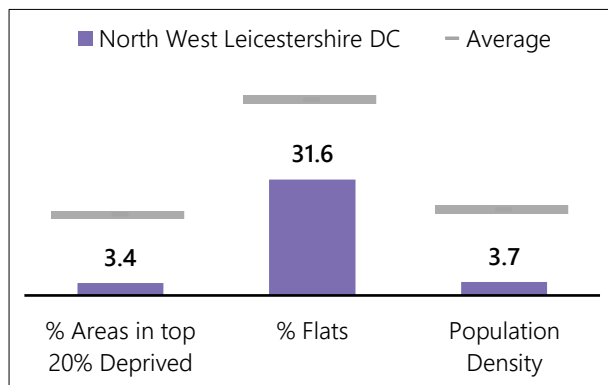
**N.B.** Quarterly forecast figures have been annualised

## Methodology

We have built your bespoke forecast on three sources of information:

- Using your historical data to generate an anticipated forward trend (using exponential smoothing).
- Using intelligence gathered from HouseMark's Covid 19 Impact Monitoring (CVIM), a monthly data collection exercise across a set of key measures to track the impact on housing providers month by month. The initial rise in the ASB rate is based on actual CVIM data collected from across the sector. Additionally, we have adjusted the quarterly figure using historical ASB data to reflect the seasonal variation of ASB. **N.B.** The quarterly forecast figures have been annualised.
- An applied contextual adjustment that is unique to your organisation. Using open data sources we have adjusted your performance based on your estimated context. For each contextual measure in the table below we have compared your performance to the mean value for all submitting organisations. Based on your estimated context, we expect you will experience a lower than average impact on ASB and have adjusted your forecast accordingly.

Factor	Sector	Your organisation	Weight
<b>% Areas in top 20% Deprived</b> % of LSOAs per LA in top 20% deprived (weighted by stock profile).	22.1	3.4	30%
<b>% Flats</b> CORE data for England, StatsWales and Scottish Housing Survey/ARC.	53.4	31.6	50%
<b>Population Density</b> People per sq. km (100's) - ONS 2019	23.5	3.7	10%
<b>Overall adjustment to CV impact -5.66%</b>			



# Next steps

## HouseMark's COVID-19 response solutions

These performance forecasts are part of a range of products introduced by HouseMark in response to the COVID-19 pandemic. Our solutions aim to help landlords understand the impact now, forecast what the future repercussions might be, and act on the evidence to secure the well-being of their residents, employees and their businesses.

IMPACT	FORECAST	ACTION
Understand the impact now on your business in context and whether the figures you are seeing are 'normal'. Learn from what others are doing now.	Use evidence and context to understand what the next month, quarter and year is likely to look like for your operations. Identify where the biggest risks lie.	Take evidence-based decisions on where to focus resources and when to restart services. Use data to make robust financial plans that stand up to scrutiny.

Our two other solutions are:

**COVID-19 impact monitoring** – Tracking the impact monthly via a short questionnaire covering staffing, arrears, voids, repairs and ASB. Over 160 landlords are currently participating in this exercise with 100% of participants satisfied with the insight provided.

You can view the latest summary [here](#).

**Budget forecasts** – Available in October 2020, these will provide you with an invaluable assessment of the likely impact on your headline financial position at the end of this financial year and in future years. As well as the impact on revenue, this analysis will take into account the dramatic movement on expenditure lines such as planned maintenance, ITC, premises and staffing. This is available at no extra charge to all HouseMark members who provide 2019/20 cost information.

You can find out more about all our COVID-19 response solutions on our [website](#).

## Learning from others

Below are some links to case studies that you may find of interest. These documents provide real-life insight on how some landlords are adapting to meet their objectives in these uncertain times.

[Arrears](#) - using data to maximise the operational performance of income collection.

[Voids](#) - using data to identify gaps to redesign and improve void management.

[ASB](#) - using data to help restructure existing ASB services and embed new procedures and standards.

## Help us improve

We would be really interested in getting your feedback about these reports, or any other aspect of HouseMark services. Please send any thoughts to [james.jervis@housemark.co.uk](mailto:james.jervis@housemark.co.uk).

### **HRA Hardship Rent Payment – Eligibility Criteria**

The Coronavirus outbreak that resulted in a lockdown being instigated in March 2020 caused financial hardship for many households and in order to assist those households to recover, current rent arrears can be written off in the following circumstances:

- Where working households income has significantly reduced and they need to support to navigate the benefits system resulting in a delay in claim for housing costs (UC and HB)
- Where working households income unexpectedly reduced due to a significant reduction in working hours, benefits are not accessible and reasonable expenditure has increased due to covid 19 restrictions (includes self-employed households)
- Where households' reasonable expenditure has increased due to covid 19 restrictions, for example additional food costs where dependents are now being home schooled.
- Where DHP applications have not been successful despite a challenge by the Tenancy Sustainment Officers
- Where there has been a relationship breakdown impacting on the ability to work due to caring (including childcare) responsibilities.
- Where there has been a delay in moving into accommodation due to covid 19 restrictions
- Any other reasonable request proposed by the Tenancy Support Officers and approved by the Team Manager

The tenant must be engaged with tenancy support of voluntary sector support agencies and demonstrated a commitment to maintain a financial recovery plan

Any write offs will only be considered for arrears accrued during the lockdown period.

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EXTRACT OF DRAFT MINUTES of a meeting of the COMMUNITY SCRUTINY COMMITTEE held in the Remote meeting using Microsoft Teams on WEDNESDAY, 28 OCTOBER 2020

Present: Councillor D Harrison (Chairman)

Councillors B Harrison-Rushton, C C Benfield, A J Bridgen, T Eynon, G Hout, K Merrie MBE, D E J Tebbutt, M B Wyatt and M D Hay (Substitute for Councillor J Geary)

Portfolio Holders: Councillors R Ashman, R D Bayliss and T Gillard

Officers: Mr J Arnold, Mrs T Bingham, M D'Oyly-Watkins, Mr T Delaney, Mr C Elston, Mrs A Harper, Mr C Lambert, Walford, Mrs R Wallace and Miss E Warhurst

## **16. CHANGE OF APPROACH FOR CURRENT RENT ARREARS ENFORCEMENT**

The Housing Management Team Manager presented the report to Members.

The Housing, Property and Customer Services Portfolio Holder addressed the Committee and spoke in support of the proposals.

Members welcomed the report and proposals, as this was much needed for tenants in the District who were struggling due to a very difficult year.

Regard was given to the Universal Credit process and the importance of encouraging tenants to place priority on paying their rent. Members felt that it was important to have the right friendly approach when contacting and supporting vulnerable tenants who may be avoiding contact due to their financial worries.

Officers clarified a number of points within the report and provided an explanation in relation to the Housing Revenue Account and the ring fencing of rental income for tenant services.

The Chairman thanked Members for their contributions and as stated within the report, all comments would be provided to Cabinet when it considered the item on 10 November.

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## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 10 NOVEMBER 2020



<b>Title of Report</b>	<b>MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY</b>	
<b>Presented by</b>	Councillor Andrew Woodman Community Services Portfolio Holder	
<b>Background Papers</b>	<a href="#">Agenda and Minutes of the meeting held on 13 October 2020</a>	<b>Public Report:</b> Yes
		<b>Key Decision:</b> Yes
<b>Financial Implications</b>	As set out in the Events Update, Capital Projects Update, and Finance Update reports presented to the Coalville Special Expenses Working party on 13 October 2020.	
	<b>Signed off by the Deputy Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	There are no legal implications.	
	<b>Signed off by the Deputy Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	There are no staffing or corporate implications.	
	<b>Signed off by the Deputy Head of Paid Service:</b> Yes	
<b>Purpose of Report</b>	To consider the recommendations made by the Coalville Special Expenses Working Party on 13 October 2020.	
<b>Reason for Decision</b>	So that the recommendations of the Coalville Special Expenses Working Party can be considered.	
<b>Recommendations</b>	<b>THAT CABINET NOTES THE MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY AND APPROVES THE RECOMMENDATIONS DETAILED WITHIN THE MINUTES AND SUMMARISED AT PARAGRAPH 3.0 BELOW.</b>	

**1.0 BACKGROUND**

- 1.1** The Coalville Special Expenses Working Party consists of all Ward Members from the Coalville Special Expenses Area and meets as often as is required to meet business demands – usually quarterly.
- 1.2** As the working party reports directly to Cabinet, all recommendations made are to be sent to the first available Cabinet meeting for final approval.

## 2.0 TERMS OF REFERENCE

- 2.1 To consider budget and financial issues which either solely or predominantly affect the Coalville Special Expenses Area and to make recommendations to Cabinet.
- 2.2 To receive reports and examine possible project options on which recommendations will be made to Cabinet.

## 3.0 RECOMMENDATIONS TO CABINET FROM THE MEETING ON 13 OCTOBER 2020

### 3.1 Events Update

- 3.1.1 That a maximum of £30,000 be allocated from balances for investment in Coalville Christmas Lights.

### 3.2 Capital Projects Update

- 3.2.1 That £500 be allocated to improvements at Cropston Drive to match the funding put forward by the Princes Trust.
- 3.2.2 That officers be asked to look into the feasibility of installing solar panels and a wind turbine at Scotland Bowls Pavilion, funded by the Council's Climate Change Reserve and match-funded by the Bardon Aggregates Community Fund.

### 3.3 Coalville Special Expenses Finance Update

- 3.3.1 There are no recommendations.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	Supporting Coalville to be a more vibrant, family-friendly town
Policy Considerations:	Not applicable.
Safeguarding:	Not applicable.
Equalities/Diversity:	Not applicable.
Customer Impact:	Ensuring the correct spending of the special expense budget has a positive impact on customers.
Economic and Social Impact:	Progression of events and projects cannot be taken forward if not agreed.
Environment and Climate Change:	The scheme proposed at 3.2.2 would have a positive Environment and Climate impact if progressed.
Consultation/Community Engagement:	Coalville Special Expenses Working Party on 13 October 2020.
Risks:	Progression of events and projects cannot be taken forward if not agreed.
Officer Contact	Paul Sanders Head of Community Services <a href="mailto:paul.sanders@nwleicestershire.gov.uk">paul.sanders@nwleicestershire.gov.uk</a>

MINUTES of a meeting of the COALVILLE SPECIAL EXPENSES WORKING PARTY held in the Remote meeting using Microsoft Teams on TUESDAY, 13 OCTOBER 2020

Present: Councillor M B Wyatt (Chairman)

Councillors A J Bridgen, E G C Allman, A S Black, D Everitt, M French, J Geary, J Legrys and J Windram

In Attendance: Councillor A C Woodman (Observer)

Officers: Mr P Sanders, Mr J Knight, Mrs W May, C Colvin, Mr T Delaney and Mrs C Hammond

## **9. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

## **10. DECLARATIONS OF INTEREST**

Councillor J Geary declared non-pecuniary interests as a director of the Springboard Centre, Founder of Mantle Community Arts and supporter of Coalville Town Football Club should any matters relating to them arise at the meeting.

Councillor J Legrys declared non-pecuniary interests in relation to his voluntary activities at Hermitage FM and observing role with the local group Friends of Coalville Park.

Councillor M Wyatt declared non-pecuniary interests in all items as an owner of two businesses in Coalville Town Centre; and in Item 5 – Capital Projects Update, as a member of the Broom Leys Allotment Society and the Bardon Liaison Committee, both of which were involved in several of the schemes mentioned in the report.

They remained in the meeting and took part in the discussion on all matters.

## **11. MINUTES OF THE PREVIOUS MEETING**

It was moved by Councillor J Geary, seconded by Councillor A Bridgen and by affirmation of the meeting

RESOLVED THAT

The minutes of the meeting held on 30 June 2020 be confirmed as an accurate record.

## **12. EVENTS UPDATE**

Wendy May, Cultural Services Team Manager presented the report.

The Cultural Services Team Manager highlighted several of the key themes of the report, including the impact of COVID-19 leading to a number of events being cancelled or scaled back. The report also went through areas of concern in preparation for Christmas in Coalville such as difficulties in signing traders and the uncertainty caused by the potential for local restrictions being imposed due to COVID-19. It was observed that nationally many similar Christmas events had already been cancelled.

It was also recommended that the Working Party consider utilising the underspend from the 2020/21 Events budget by asking Cabinet to allocate £30,000 from Coalville Special Expenses funding to make a significant and timely investment in the Christmas Lights for 2021.

Attention was also drawn to the Coalville Special Expenses Community Grant which was anticipated to be re-instated by the end of October. Members were encouraged to promote the availability of the scheme and the wider programme of grants within their wards.

The Chairman thanked the Cultural Services Team Manager for her report and opened up the discussion to Members.

Members were supportive of the recommendation to seek funding of £30,000 from Cabinet for the purposes of investing in new stock for Coalville Christmas Lights.

Several Members raised concerns with the proposal including the importance of securing good value for money through a competitive process, the costs of storing and maintaining the stock, ensuring lights would not quickly become old or out of date, and whether these issues could be resolved by hiring Christmas lights rather than buying them outright.

The Cultural Services Team Manager assured Members that their concerns would be taken into account and that through a competitive process with several firms applying, it was hoped several different options would be available, which would help address these concerns.

In response to several questions from Members, the Cultural Services Team Manager explained that work to install the lights for Christmas in Coalville 2020 had already begun which would alleviate the risk of COVID-19 leading to work being left incomplete. A decision would also be imminent on which events would take place or be scaled back if required due to further COVID-19 restrictions.

A discussion was also held regarding the placement of a Christmas Tree at Marlborough Square due to issues that had taken place last year as a result of vandalism. Despite aesthetic concerns, Members broadly spoke in support of maintaining a tree at that location, having considered factors such as the availability of other locations, costs and the reliability of the supplier in previous years.

It was moved by Councillor A Black, seconded by Councillor M French and by affirmation of the meeting

RESOLVED THAT

The Working Party:

- 1) Notes the Progress Update on 2020/21 Events
- 2) Supports the proposed Event Programme for 2021/22 (Subject to Budget Approvals in February 2021)
- 3) Confirms membership of the Events Sub Group for 2021 as Councillors E Allman, A Black, D Everitt, M French, J Geary and M Wyatt

RECOMMENDED TO CABINET THAT

- 4) Approval be given for the allocation of a maximum of £30,000 from balances for investment in Coalville Christmas Lights

### **13. CAPITAL PROJECTS UPDATE**

Jason Knight, Leisure Services Team Manager presented the report which updated Members with regards to Capital Projects within the Coalville Special Expense Area.

Additionally, reference was made to a proposal to allocate £500 to match funding by the Princes Trust which would support a local community project to install a mosaic at a derelict site at Cropston Drive, photos of which had been circulated in the Additional Papers.

The Chairman thanked the Leisure Services Team Manager for his report and opened the discussion to Members.

Members spoke in support of the work being undertaken on many of the projects referenced in the report, and wished to thank officers for their continuing work despite the many complications caused by COVID-19. Members were also pleased to see those projects that were being funded partially or entirely through external funding rather than the taxpayer.

Members spoke in support of the work being undertaken at Coalville Park including that by Friends of Coalville Park in surveying local residents. They also felt that it was important that the capacity of the park and its ability to host large events was not reduced in any way and that any proposals would not be overambitious, leading to higher maintenance costs for the Coalville Special Expenses budget in the long term.

Concerns were also raised with regard to littering issues at the Lillehammer Drive site, the length of time the project has and was anticipated to take and the cost of tree removals at London Road Cemetery.

On these issues, the Leisure Services Team Manager gave assurances they would be looked into and actioned where it was within the scope of officers.

Going forward, it was requested that Members be updated at the next meeting on London Road Cemetery being brought back into use for the interment of ashes, as it had previously been raised at a meeting of the Corporate Scrutiny Committee.

Furthermore, officers were encouraged to work with colleagues at Leicestershire County Council in order for Bardon Road to be included as one of the sites for tree planting referenced in the report.

Several Members also supported work undertaken so far at Scotland Bowls Pavilion. It was requested that officers be asked to look into the feasibility of installing solar panels and a wind turbine at the site in order for the building to be self-sufficient and carbon neutral. This would be funded from the Council's Climate Change Reserve and match-funded by the Bardon Aggregates Community Fund.

Over the course of the meeting, Members also spoke in support of the proposal to allocate funding of £500 to Cropston Drive to match the funding already put forward by the Princes Trust. In particular, Members were pleased that this was a locally driven project and were grateful to recent support that residents had received from Housing officers.

By affirmation of the meeting it was

RESOLVED THAT

- 1) The Working Party note the progress update on the 2020/21 Capital Projects and

RECOMMENDED TO CABINET THAT

- 2) £500 be allocated to improvements at Cropston Drive to match the funding put forward by the Princes Trust.

- 3) Officers be asked to investigate the feasibility of installing solar panels and a wind turbine at Scotland Bowls Pavilion, funded by the Council's Climate Change Reserve and match-funded by the Bardon Aggregates Community Fund.

#### **14. FINANCE UPDATE**

Paul Sanders, Head of Community Services presented the report, setting out the latest financial figures for the Coalville Special Expenses Area.

As there was now an overall reduction in expenditure of £76,000, mainly due to grounds maintenance work and several events not being carried out, there would now be a contribution to reserves of £61,000 instead of the planned £15,000 overspend.

Therefore, as this would take reserves to a total of £142,000 at year-end there was a unique opportunity to consider using this money for investments such as those on Coalville Christmas Lights agreed earlier in the meeting. The Head of Community Services concluded by outlining several different options for the use of this money which Members could consider going forward.

The Chairman thanked the Head of Community Services for his report and opened up the discussion to Members.

It was observed that although the amount of extra spending available going forward might seem high, it was important that any extra spending be decided prudently.

Improvements and repairs to play equipment in Coalville were identified as a possible area to commit to extra spending going forward.

It was moved by Councillor J Geary, seconded by Councillor J Legrys and by affirmation of the meeting

**RESOLVED THAT**

The Working Party notes the 2019/20 Final Outturn figures and the 2020/21 Period 3 Actuals and the forecast for the year.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 7.41 pm

## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 10 NOVEMBER 2020



<b>Title of Report</b>	<b>AUTHORITY TO ACCEPT DELEGATION OF FUNCTION FROM HARBOROUGH DISTRICT COUNCIL FOR THE PROVISION OF A HR AND PAYROLL SYSTEM</b>	
<b>Presented by</b>	Councillor Nicholas Rushton Corporate Portfolio Holder	
<b>Background Papers</b>	There are none.	<b>Public Report:</b> Yes
		<b>Key Decision:</b> No
<b>Financial Implications</b>	By accepting this delegation, the Council will recover the additional financial commitment in respect of the HR and Payroll software provider arising as a result of the delegation and will also recover a financial contribution in respect of the provision of these services to Harborough District Council.	
	<b>Signed off by the Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	The receiving of a Delegated Function is permitted in law only with the permission of the authorities Executive. The report contains legal and governance advice to Cabinet. The Council is being advised on this matter by the Legal Services Team and external solicitors.	
	<b>Signed off by the Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	There are none.	
	<b>Signed off by the Deputy Head of Paid Service:</b> Yes	
<b>Purpose of Report</b>	To set out the proposal for North West Leicestershire District Council to receive a Delegated Function from Harborough district Council	
<b>Reason for Decision</b>	Legislation requires Cabinet authority to receive a delegated Function from another Local Authority	
<b>Recommendations</b>	<b>THAT CABINET:</b> <ol style="list-style-type: none"> <li>1. <b>NOTES THE WORK THAT HAS BEEN UNDERTAKEN BY THE FINANCE AND HR TEAM ON THIS PROJECT</b></li> <li>2. <b>AGREE TO ACCEPT THE DELEGATION OF THE PROVISION OF A HR AND PAYROLL SYSTEM AND SUPPORT FROM HARBOROUGH DISTRICT COUNCIL, AS DETAILED IN PARAGRAPH 2.2 OF THE REPORT</b></li> <li>3. <b>GRANTS DELEGATED AUTHORITY TO THE STRATEGIC DIRECTOR OF HOUSING AND</b></li> </ol>	

	<b>CUSTOMER SERVICES TO NEGOTIATE AND FINALISE THE TERMS OF THE DELEGATION AGREEMENT WITH HARBOROUGH DISTRICT COUNCIL AND ENTER INTO THE AGREEMENT</b>
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## **1.0 BACKGROUND**

**1.1** Harborough District Council currently receive HR and Payroll System and Support from another Local Authority by way of a Delegation Agreement. This arrangement is due to end in March 2021. Harborough have asked North West Leicestershire District Council to provide this function from the 1<sup>st</sup> April 2021 for a period of 5 years.

## **2.0 PAYROLL SERVICES PROJECT**

**2.1** A Team comprising of HR, Payroll and Legal have been working with Harborough District Council to identify the functions that will be delegated and negotiate a scheme of charges.

**2.2** HDC wish to be able to make use of our software system, itrent, which is provided by Midland HR. NWLDC have been able to secure the provision of this software for an additional 5 years to meet HDC's requirements. In addition the following support will be provided by NWLDC:

- Provision and maintenance of Payroll/HR system and supporting literature
- Administration of Payroll processes including pay, absence and pension calculations.
- Provision of reports to enable sign off of payrolls by the customer
- Provision of documentation, electronic files and returns relating to Payslips, P45, BACs and GL files and payroll statutory returns.
- Provision of End of Year Processing including P11D production.

## **3.0 NWLDC RESOURCE AND CAPACITY**

**3.1** NWLDC will be able to exercise this delegated function utilising current employees in its own HR and Payroll departments. There is no requirement to recruit additional staff nor are there any employees of the incumbent Local Authority supplier or HDC to transfer to NWLDC.

## **4.0 FINANCIAL IMPLICATIONS**

**4.1** NWLDC will incur additional costs from Midland HR in order to meet the requirements of the delegation. These costs will be recovered in full and have been included in the charges schedule that has been agreed by HDC. A copy of the charges Schedule is attached to this report in appendix 1. This is a confidential appendix due to its commercial sensitivity.

**4.2** NWLDC will also charge HDC for the provision of the function. An annual fee has been agreed each year which accounts for inflation and other relevant increases year on year.



**4.3** NWLDC were due in any event to upgrade their own contract with Midland HR for the itrent software. This was to include some technical, security related functional requirements that are recommended by the Information Commissioners Office. NWLDC have been able to share this cost with HDC, therefore reducing the total burden of this change to this Council

## **5 LEGAL AUTHORITY**

**5.1** HDC have a duty under s112 of the Local Government Act 1972 (LGA 1972) to appoint staff to properly discharge their functions as a Council. Section 111 LGA 1972 provides that councils can do anything which is incidental and conducive to the discharge of the authority's functions.

**5.2** The power to delegate the provision of HR and Payroll services by HDC is in Section 101 of the Local Government Act 1972, Sections 19 and 9EA of the Local Government Act 2000 and [Regulation 5\(2\)\(a\) of the Local Authorities \(Arrangements for the Discharge of Functions\) \(England\) Regulations 2012](#). As the power under Section 111 is an Executive function the decision to make the delegation was made by HDC's Cabinet.

**5.3** The same legislation provides for an authority to receive that delegation subject to the authorisation of their Executive and for this reason Cabinets authority is sought.

## **6 DELEGATION AGREEMENT**

**6.1** The Delegation Agreement is to be drafted by External Solicitors but will cover the following terms:

- The term of the delegation – 5 years
- The cost and arrangements for invoicing
- The scope and limits of the delegation
- Obligations on HDC in order for the delegation to work successfully
- Arrangements for Service Review and deadlines for the provision of information
- KPIs
- Indemnities, dispute resolution and termination/exit provisions.

**6.2** If the recommendations in this report are approved it is proposed that the Delegation Agreement will be signed as soon as possible to allow for pre-implementation work to be done before a "go live" date of 1 April 2021

**6.3** A Waiver from call in has therefore been requested from the Chairman of the Council and approved.

**6.4** Authority is sought for authority to finalise the terms of the delegation agreement be delegated to the Strategic Director for Housing and Customer Services

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	Maximising the use of NWLDC officer time to provide external services to a third party underpins all Council values.
Policy Considerations:	Data Protection Policy
Safeguarding:	None
Equalities/Diversity:	None
Customer Impact:	None
Economic and Social Impact:	Providing additional income revenue for the Council contributing to self sufficiency
Environment and Climate Change:	None
Consultation/Community Engagement:	HR and Payroll staff at NWLDC have been heavily involved in this project throughout
Risks:	<p>The risk to the Council is the financial commitment to a third party software provider. The Delegation Agreement commits HDC to paying for this thereby reducing the financial risk.</p> <p>In addition there is a risk to the capacity and resource of NWLDC in carrying out the delegated function of HDC concurrently to performing our own functions. This has been considered at each step of the project with the relevant staff being involved and supportive of the arrangement.</p>
Officer Contact	<p>Tracy Bingham Head of Finance <a href="mailto:tracy.bingham@nwleicestershire.gov.uk">tracy.bingham@nwleicestershire.gov.uk</a></p> <p>Mike Murphy Head of HR and Organisational Development <a href="mailto:mike.murphy@nwleicestershire.gov.uk">mike.murphy@nwleicestershire.gov.uk</a></p>

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Agenda Item 12.

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