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Meeting	COMMUNITY SCRUTINY COMMITTEE
Time/Day/Date	6.30 pm on Tuesday, 21 July 2020
Location	Remote meeting using Microsoft Teams
Officer to contact	Democratic Services

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
Under the Code of Conduct members are reminded that in declaring disclosable interests you should make clear the nature of that interest and whether it is pecuniary or non-pecuniary.	
3. PUBLIC QUESTION AND ANSWER SESSION	
To receive questions from members of the public under rule no.10 of the Council Procedure Rules. The procedure rule provides that members of the public may ask any question on any matter in relation to which the Council has powers or duties which affect the District, provided that three clear days' notice in writing has been given to the Head of Legal and Support Services.	
4. MINUTES	
To approve and sign the minutes of the meeting held on 6 May 2020.	3 - 8
5. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME	
To consider any items to be included in the work programme. The plan of forthcoming Cabinet decisions and the current work programme are attached for information.	9 - 24
6. UPDATE ON SECTION 106 CONTRIBUTIONS FOR HEALTH	
Report of the Head of Planning and Infrastructure	25 - 28
7. NEW AFFORDABLE HOUSING SUPPLY STRATEGY 2020	
Report of the Head of Housing	29 - 64

8. SPORT AND LEISURE PROJECT ANNUAL REVIEW

Report of the Head of Community Services

65 - 122

9. 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.

10. NEWMARKET REFURBISHMENT CONTRACT

Report of the Head of Community Services

123 - 130

Circulation:

Councillor D Harrison (Chairman)
Councillor B Harrison-Rushton (Deputy Chairman)
Councillor C C Benfield
Councillor A J Bridgen
Councillor T Eynon
Councillor J Geary
Councillor G Hout
Councillor K Merrie MBE
Councillor D E J Tebbutt
Councillor M B Wyatt

MINUTES of a meeting of the COMMUNITY SCRUTINY COMMITTEE held in the Virtual meeting on WEDNESDAY, 6 MAY 2020

Present: Councillor D Harrison (Chairman)

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

Portfolio Holders: Councillors R D Bayliss and R Blunt

Officers: Mr J Arnold, Mr T Delaney, Mr C Lambert, Mrs M Long, Mr D Moxon and Mr B Walford

32. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Tebbutt and he was substituted by Councillor Clarke.

33. DECLARATION OF INTERESTS

A non-pecuniary interest was declared in relation to Item 5 - Appleby Magna Caravan Site by Councillor J Clarke in view of his links to the Boy Scout Movement and in Item 6 – Future High Streets Fund by both Councillor D Harrison in his role as County Councillor and C Benfield in his role as vice chair for the campaign to open the Ivanhoe line. These Members remained in the meeting for the debate and vote on these items.

A pecuniary interest was declared by Councillor M Wyatt in relation to Item 8 – Future High Streets Fund for reasons of him having a local business in the Town Centre. He left the meeting for this item and the vote thereon.

34. MINUTES

Consideration was given to the minutes of the meeting held on 12 February 2020.

It was moved, seconded and by affirmation of the meeting it was

RESOLVED THAT:

The minutes of the meeting held on 12 February 2020 be approved as a correct record.

35. PUBLIC QUESTION AND ANSWER SESSION

Two members of the public, Celia and Ken Hopkins had requested to speak on agenda item 6 in relation to Appleby Magna Caravan Site. It was noted that their written statement had been circulated to all Members ahead of the meeting.

The Chair welcomed them both to the meeting and invited them to address the Committee and ask their questions.

For clarity and completeness, the statement is set out in full below:-.

“The residents would like to thank the Committee Members and Officers for the opportunity to submit a statement regarding the report for recommendations of redevelopment / modernisation of the caravan site at Appleby Magna.

The general perception of a “caravan site” is one of holiday lets or more often when in fixed locations, a site occupied by transient residents or ethnic groups such as the Gypsy

community. The latter often attract negative reactions and perceptions of a lifestyle associated with these communities.

This would be a gross misrepresentation of the Appleby Magna site, which should be more accurately described as static mobile home site, protected by the Mobile Homes Act 2013. More importantly, for the purposes of this Committee, is to understand the residents of the site form are a long-standing close-knit community many of whom happily resided on the site in excess of thirty years.

Following a fire to one mobile home in 2011, an FRA was undertaken which identified that action would need to be taken to make the site conform to the regulations. Since that time 9 years ago, the residents have experienced continued ambiguity and indecision about the Councils plans for the site. At the time of the fire, two plots were vacant.

In 2014, the residents received a letter advising them the council were restricting their rights to sell or assign their homes and the licence to occupy the plots to another purchaser. This proposal was legally incorrect and caused considerable distress and anxiety to the all residents of the homes, but most acutely to the elderly residents of the site. Included in this letter was the offer to take up a council tenancy as an alternative to remaining on the site.

Despite the council retracting its restrictions on residents' rights, there have been long delays in progressing any proposals for the site. This uncertainty impacted on residents, and by the time of the first public meeting, not held until 2017, following several formal complaints only 10 residents remained. It was at this meeting the council first proposed alternative options for the site. All the residents at the meeting stated their intention to remain on the site and wanted the council to commit to improving the site and bringing it up to standard.

Protracted discussions and meetings about the site have continued over the last 9 years with no certainty over its future.

During this time, the site has deteriorated considerably; repairs have been poor or non-existent, contractors engaged have left the site in unacceptable and unsafe conditions, and the maintenance of the site and amenities have been neglected, including the main showering and toilet block, which has remained unrepaired since damaged in 2018.

It is rather disingenuous to suggest therefore that a large cohort of the residents have voluntarily relinquished their home. It was inevitable in these circumstances, that many elderly residents in their 70's exhausted by the continuing uncertainty and seeing their environment deteriorate have succumbed to the stress and the uncertainty of the future of their homes. They felt they had little option but to take the offer of alternative accommodation made to them by the council.

Whilst home loss offers were made, this is not universally the case. Notwithstanding the clear issue that residents homes and the plot value has deteriorated as a result of site neglect, and the uncertainty over its future; home loss represents a questionable approach to compensating the value of a home that could have been sold publicly or purchased by the council at an agreed valuation rate.

Further deterioration of the site followed when the decision to not re-let the vacant plots was taken. Inevitably, this would further impact on the viability of the site. There is no council record of this decision being taken as part of a formal decision-making process. 1.3 of the report states that management of a caravan site is not the council's core business, however this is a residential mobile homes site, owned and managed by the Council, and housing, of all tenures is the core business of the council. Re-letting of some

of the plots could have achieved further affordable housing on the site if this had been the strategic aim of the council and mitigated the nominal £5k loss to the general fund per annum. This could still be an option open to the council.

Consideration for the committee not explicit within the report are the following factors:

- The residents have statutory rights that must be upheld in any decision the council makes.
- They hold a “Protected Site” agreement in accordance with the Mobile Homes (Selling & Gifting) (England) regulations 2013.
- Without an occupier’s consent, the occupier can only be required to move to another pitch on successful application to the appropriate judicial body and if and only if –
 - The appropriate judicial body is satisfied the other pitch is broadly comparable to the occupier’s original pitch and that it is reasonable for the mobile home to be stationed there.
 - Payment for moving and re siting of the mobile home is the responsibility of the site owner (the Council)

Residents Views:

Despite this long and difficult history over the site, the residents recognise the need for their site to be improved; they want to become proud owners again of their homes.

The remaining residents are a strong community who have positively engaged with the council officers in order to agree progress; they have engaged in drafting plans for the proposal, suggesting edits and offered compromise, of note is Option D.

Residents strongly support Option E in the report, the outcome they have sought for 9 years. They have a vision for its future. If they can remain, they have stated not only will some commit to invest in the renewal and repair of their existing homes, but they will be able to maintain the increased plot sizes, working with the Council and bringing the site back up to acceptable standards.

Not only is Option E the most financially viable for the Council it is morally the correct one. These are your residents, they are part of the local community, have spent most of their lives in Appleby Magna and wish to remain on the existing site; it is their home”. Was an alternative proposed by the residents that would facilitate the council being able to develop the existing site”.

Mr and Mrs Hopkins asked the following questions:-

1. Please explain the apparent contradiction between Option A in the table stating “the most economically advantageous option” compared to sec 6.6 “None of the options has a positive net impact on the councils overall financial position.
2. Option D in the table states this would be the most expensive, however the reasons for this are unclear – can this be explained?
3. Can officers give assurances that there is nothing contained within the confidential appendix that actively contradicts the recommendation in the public report for Option E?

The Chairman thanked Mr and Mrs Hopkins for their statement and questions and invited Chris Lambert, Head of Housing to respond.

Mr Lambert too thanked Mr and Mrs Hopkins and the residents who he said had helped to shape the considerations by officers and the subsequent recommendations.

His responses to the questions are set out below:

1. Option A provided a combination of the highest number of properties for development with the lowest works cost due to the lower amount of groundworks required, leading to the comment that it was the most economically advantageous. We use Net Present Values (NPV) to assess the impact of proposals on the Councils overall financial position. All of the options produced a significant negative NPV assessment score, hence the comment regarding no positive net impact on the Councils overall financial position.
2. Option D included provision towards the relocation of the Scouts facility, which resulted in the costs being higher than the other three options where this was not necessary.
3. I can confirm there is nothing contradictory in the appendix.

Mr Lambert went on to state that he was not proud of this site and it was hoped that the recommendations within the report would help to fix the situation. Collectively we now had a way forward if the Scrutiny Committee was minded to support it.

36. APPLEBY MAGNA CARAVAN SITE

Mr Lambert, Head of Housing presented the report to the Committee. He took Members through the report in detail and emphasised the challenges, all of which were set out in the report.

The Chairman thanked Mr Lambert for his comprehensive report and took questions and comments from Members by inviting each one in turn to speak.

Councillor Benfield asked about the housing needs of the local residents and whether any consideration had been given to modular housing. Mr Lambert referred to paragraph 4.2 of the report which explained that housing needs in the village were not excessive due to the level of recent historic development, and that the council was looking for ways to introduce modular housing into our new build programme in the future. Councillor Bridgen asked if the scouts were happy with option D as well as option E to which he was advised that the scouts wanted certainty so by accepting option E, it would provide them with security and an option for an improved facility to be developed. Councillor Clarke asked if there was a risk that the existing five tenants would decrease in number further and thus any re-modelling would be undertaken with no residents on site. Mr Lambert advised that the tenancies could not be terminated by the council, and that the residents could sell the sites on which their caravan sits by assignment. He reassured the Committee that all those in situ were intent on remaining for the foreseeable future. Councillor Geary reported his dismay at his view of the site during a recent visit. He likened it to a refugee camp and argued that the Council should never have allowed it to get into such a state. Mr Lambert advised that he could not argue with this view and repeated that he was not proud of this site but that we were now moving forwards to do something about it.

Other Members echoed the comments made and the support of Option E as set out in the report. They felt it was a well argued report and hoped that the residents would be pleased to see the Committee's support of their preferred option.

The Chairman invited Councillor Bayliss as the Portfolio Holder to speak. Councillor Bayliss reiterated some of the points raised by Mr Lambert and thanked the Committee for its valued input, the findings and conclusions of which would be reported to Cabinet on 26 May.

The Chairman advised that, as the recommendation was simply asking the Committee to note and comment on the report ahead of its submission to Cabinet, which included a recommendation that Option E be supported. He advised that he would take it by affirmation of the meeting that Members were happy to do this unless anyone objected. He asked if there were any objections. There were none.

The recommendation as set out on page 9 of the report was moved, seconded and by affirmation of the meeting it was

RESOLVED THAT:

The report be duly noted and Option E be supported. The comments made at this meeting will be reported to cabinet ahead of its meeting on 26 May where a decision would be made.

37. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME

The Chairman referred Members to the Committee's Work Programme and the Cabinet's Executive Decision Notice together with the item action log, which enabled Members to see the progress of any items, put forward prior to being placed on the work programme.

Members were invited to make requests for additional items to be included.

Councillor Eynon asked that a report be submitted to a future meeting on the Council's response to COVID-19.

It was moved, seconded and by affirmation of the meeting

RESOLVED THAT:

The Committee's future work programme be updated in accordance with the request for the inclusion of an additional item and noted.

38. EXCLUSION OF PRESS AND PUBLIC

It was moved, seconded and by affirmation of the meeting it was

RESOLVED THAT:

The press and public should be excluded during consideration of the following item 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 were 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.

The Chairman explained that it was necessary to move into confidential session and he thanked those who had joined the meeting for their participation.

39. FUTURE HIGH STREETS FUND PROPERTY ACQUISITION

Councillor M Wyatt, having declared a pecuniary interest in this item, left the meeting at this point.

Mr J Arnold, Strategic Director, presented the report to the Committee. He reiterated the importance of ensuring that the details of the report and the discussion thereon remained confidential for the time being.

The Chairman invited each Member, in turn, to make a comment or ask a question.

A summary of their questions and officer's responses are attached to these minutes as a confidential appendix in order that these may be reported to Cabinet ahead of the decision on 26 May 2020.

The recommendation as set out on page 35 of the report was moved, seconded and by affirmation of the meeting it was:

RESOLVED THAT:

The report and the recommendations therein be duly noted and the comments made at this meeting be reported to cabinet ahead of its meeting on 26 May where a decision will be made.

The Chairman closed the meeting by thanking officers for setting up the virtual meeting and supporting him throughout; and to Members for their much valued input.

The meeting commenced at 3.00 pm

The Chairman closed the meeting at 5.15 pm

Community Scrutiny Committee – WORK PROGRAMME (as at 13/07/20)

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
21 July 2020				
21 July 2020	Update on Section 106 Contributions for Health	Ian Nelson		10 minutes
21 July 2020	New Affordable Housing Supply Strategy 2020 A strategy document to explain our approach to increasing the provision of new affordable homes within the District of North West Leicestershire.	David Scruton		30 minutes
21 July 2020	Sport and Leisure Project Annual Review	Paul Sanders, Head of Community Services		30 minutes
21 July 2020	Newmarket Refurbishment Contract	Paul Sanders, Head of Community Services		
28 October 2020				
28 October 2020	Development Corporation - Planning Principles	Chris Elston, Head of Planning and Infrastructure		
28 October 2020	Update on Car Park Review To provide an update on the progress of the car park review.	Paul Sanders, Head of Community Services		1 hour
28 October 2020	Air Quality Progress Update	Paul Sanders, Head of Community Services		15 mins
25 November 2020				
10 February 2021				
10 February 2021	Recycle more update and food waste trial	Paul Sanders, Head of Community Services		20 mins?
07 April 2021				

6

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
19 May 2021				

Notice of Executive Key Decisions

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

The date of publication of this notice is Friday 26 June 2020. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on 23 July 2020 is 5pm Monday, 14 July 2020.**

Key Decisions

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

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

The Council's Executive

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

Councillor R Blunt	-	Leader	Councillor A Woodman	-	Community Services
Councillor R Ashman	-	Deputy Leader and Planning & Infrastructure	Councillor N J Rushton	-	Corporate
Councillor T Gillard	-	Business and Regeneration	Councillor R D Bayliss	-	Housing, Property & Customer Services

Confidential Items and Private Meetings of the Executive

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

Access to Agenda and Related Documents

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

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

Executive Decisions

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
July 2020						
Council Delivery Plan 2020/21 & Quarter 3 reporting 2019/20	Cabinet	Key	Public	23 July 2020	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk	Council Delivery Plan 2020/21
Covid-19 Financial Impact Report	Cabinet	Key	Public	23 July 2020	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Covid-19 Financial Impact Report
Use of Article 4 Direction: Houses in Multiple Occupation in Kegworth	Cabinet	Key	Public	23 July 2020	Councillor Robert Ashman Tel: 01283 561700 robert.ashman@nwleicestershire.gov.uk Head of Planning and Infrastructure Tel: 01530 454668 chris.elston@nwleicestershire.gov.uk	Use of Article 4 Direction: Houses in Multiple Occupation in Kegworth

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Confirmation of Castle Donington (Apiary Gate & Clapgun Street) Article 4(1) Direction	Cabinet	Non-Key	Public	23 July 2020	<p>Councillor Robert Ashman Tel: 01283 561700 robert.ashman@nwleicestershire.gov.uk</p> <p>Head of Planning and Infrastructure Tel: 01530 454668 chris.elston@nwleicestershire.gov.uk</p>	Provisional Article 4(1) Direction, schedule and map Public consultation responses Confirmation of Castle Donington (Apiary Gate & Clapgun Street) Article 4(1) Direction
Local Plan Substantive review - Objectives	Cabinet	Key	Public	23 July 2020	<p>Councillor Robert Ashman Tel: 01283 561700 robert.ashman@nwleicestershire.gov.uk</p> <p>Head of Planning and Infrastructure Tel: 01530 454668 chris.elston@nwleicestershire.gov.uk</p>	Report Local Plan Substantive review - Objectives
Statement of Community Involvement	Cabinet	Key	Public	23 July 2020	<p>Councillor Robert Ashman Tel: 01283 561700 robert.ashman@nwleicestershire.gov.uk</p> <p>Head of Planning and Infrastructure Tel: 01530 454668 chris.elston@nwleicestershire.gov.uk</p>	Report Statement of Community Involvement

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Provisional Financial Outturn 2019/20	Cabinet	Key	Public	23 July 2020	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Provisional Financial Outturn 2019/20
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs Report for 2019/20	Cabinet	Non-Key	Public	23 July 2020	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs Report for 2019/20
Treasury Management Stewardship Report for 2019/20	Cabinet	Non-Key	Public	23 July 2020	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Treasury Management Stewardship Report for 2019/20

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Exemption from the Council's Contract Procedure Rules - Finance System	Cabinet	Key	Private Information relating to any individual. Information which is likely to reveal the identity of an individual. Information relating to the financial or business affairs of any particular person (including the authority holding that information) Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings. Information which reveals that the authority proposes to give under any enactment a notice under or by virtue of which requirements are imposed on a person Information which	23 July 2020	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Exemption from the Council's Contract Procedure Rules - Finance System

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
The Recovery of our Leisure Centres and the Partnership Contract with Everyone Active (July to September)	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	23 July 2020	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	The Recovery of our Leisure Centres and the Partnership Contract with Everyone Active (July to September)
Newmarket	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	23 July 2020	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Newmarket
September 2020						
Council Delivery Plan 2020/21 Formal Adoption	Cabinet	Key	Public	22 September 2020	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk	Council Delivery Plan 2020/21 Formal Adoption

Decision	Decision Maker	Status of Decision	Public or Private <small>(and reason – where private)</small>	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Review of Medium Term Financial Plan	Cabinet	Key	Public	22 September 2020	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Review of Medium Term Financial Plan
Review of Corporate Governance Policies	Cabinet	Key	Public	22 September 2020	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Corporate Governance Policies
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Non-Key	Public	22 September 2020	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs
Updated Risk Management Policy	Cabinet	Non-Key	Public	22 September 2020	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Strategic Director Tel: 01530 454819 andy.barton@nwleicestershire.gov.uk	Annex A - revised Risk Management Policy Updated Risk Management Policy

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
New Affordable Housing Supply Strategy 2020	Cabinet	Key	Public	22 September 2020	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk Head of Housing Tel: 01530 454780 chris.lambert@nwleicestershire.gov.uk	New Affordable Housing Supply Strategy 2020
Corporate Disposals Policy	Cabinet	Key	Public	22 September 2020	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk Head of Housing Tel: 01530 454780 chris.lambert@nwleicestershire.gov.uk	Report Corporate Disposals Policy
Adoption of Castle Donington conservation area appraisal and boundary review	Cabinet	Key	Public	22 September 2020	Councillor Robert Ashman Tel: 01283 561700 robert.ashman@nwleicestershire.gov.uk Head of Planning and Infrastructure Tel: 01530 454668 chris.elston@nwleicestershire.gov.uk	Draft boundary review and map appendix Draft character appraisal and map appendix Public consultation responses
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	22 September 2020	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Head of Economic Regeneration, Head of Community Services Tel: 01530 454752, Tel: 01530 454832 mark.fiander@nwleicestershire.gov.uk, paul.sanders@nwleicestershire.gov.uk	Report and Minutes of the meeting Minutes of the Coalville Special Expenses Working Party

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Food Safety Service Delivery Plan 2020/21	Cabinet	Key	Public	22 September 2020	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Food Service Plan Food Safety Service Delivery Plan 2020/21
The Recovery of our Leisure Centres and the Partnership Contract with Everyone Active	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	22 September 2020	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Report The Recovery of our Leisure Centres and the Partnership Contract with Everyone Active
EU Exit Funding	Cabinet	Key	Private	22 September 2020	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Chief Executive Tel: 01530 454500 bev.smith@nwleicestershire.gov.uk	EU Exit Funding
October 2020						
November 2020						

Decision	Decision Maker	Status of Decision	Public or Private <small>(and reason – where private)</small>	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Recycle More Year 1 Progress	Cabinet	Key	Public	2 March 2021	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Recycle more update and food waste trial
Update on Car Park Review	Cabinet	Key	Public	10 November 2020	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Update on Car Park Review
Roll out of weekly separate food waste collection for households in North West Leicestershire	Cabinet	Key	Public	10 November 2020	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Report Roll out of weekly separate food waste collection for households in North West Leicestershire
December 2020						
Air Quality Update	Cabinet	Key	Public	8 December 2020	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Air Quality Update

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
January 2021						
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Non-Key	Public	12 January 2021	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	
February 2021						
March 2021						
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Non-Key	Public	30 March 2021	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs
April 2021						
May 2021						
June 2021						

Forward Plan Scoping Actions – Community Scrutiny Committee (as at 13.07.20)

Item	Date requested	How requested	Who requested	Scoping Form Y/N	Officer responsible	Key Stakeholders	Task & Finish Group Y/N	Chair Agreed Y/N	Meeting scheduled & deadlines
Update on Section 106 Monies – particularly Health	23 Oct 19	Committee	Cllr Eynon	No	Ian Nelson/ Chris Elston	n/a			21 July 2020
Officer Actions:									Completed:
Rescheduled to 21 July 2020									✓
Everyone Active Leisure Contract	23 Oct 19	Committee	Cllr Eynon	No	Paul Sanders	n/a			21 July 2020
Officer Actions:									Completed:
Rescheduled to 21 July 2020									✓
Planning Enforcement (Effectiveness)	23 Oct 19	Committee	Cllr Eynon	Yes 29.06.20	Clare Proudfoot/ Paul Sanders	n/a			
Officer Actions:									Completed:
Officers to scope and schedule meeting. C/F									
Environmental Enforcement	23 Oct 19	Committee	Cllr Wyatt	No	Clare Proudfoot/ Paul Sanders	LCC, Environment Agency			
Officer Actions:									Completed:
Officers to scope and schedule meeting. C/F									
Flooding and Sewer Issues	23 Oct 19	Committee		No	Chris Elston	Severn Trent, Local Plan			
Officer Actions:									Completed:
Officers to scope and schedule meeting. C/F									

Item	Date requested	How requested	Who requested	Scoping Form Y/N	Officer responsible	Key Stakeholders	Task & Finish Group Y/N	Chair Agreed Y/N	Meeting scheduled & deadlines
Traveller Transit Sites	23 Oct 19	Committee	Cllr Eynon	No	Ian Nelson /Chris Elston	n/a			
Officer Actions:									Completed:
Considered a Local Plan Committee Matter. To be considered by LPC before Community Scrutiny.									✓
Update Community Scrutiny following consideration by LPC									
Public Transport – lack of bus services effecting elderly people	23 Oct 19	Committee	Cllr Geary	No	-	LCC, bus providers	-	-	No longer required.
Officer Actions:									Completed:
Item withdrawn in discussion/scoping with Cllr Geary.									✓
A Climate Change Approach to Food Waste and Food Poverty	25 Jan 19	Scoping form	Cllr Eynon	Yes					
Officer Actions:									Completed:
Officers to scope and schedule meeting. C/F									
Covid-19 Impact	06 May 20	Committee	Cllr Eynon	No		n/a			
Officer Actions:									Completed:
Officers to scope and schedule meeting. C/F									

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

COMMUNITY SCRUTINY COMMITTEE – TUESDAY 21 JULY
2020

Title of Report	UPDATE ON SECTION 106 CONTRIBUTIONS FOR HEALTH	
Presented by	Chris Elston Head of Planning and Infrastructure	
Background Papers	Report to Policy and Development Group – 6 March 2019	Public Report: Yes
Financial Implications	The cost of monitoring S106 Agreements is met from within existing budgets.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	Considered as part of drafting of the report	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	None identified	
	Signed off by the Acting Head of Paid Service: Yes	
Purpose of Report	To provide an update concerning the Section 106 money that has been secured to be spent on health within the District.	
Reason agenda item submitted to Scrutiny Committee	Requested by Councillor Eynon at the meeting of this committee on 23 October 2019.	
Recommendations	THAT MEMBERS NOTE THE POSITION IN TERMS OF S106 MONIES FOR HEALTH	

1. BACKGROUND

- 1.1 This report provides an update in respect of funds for health secured as part of Section 106 Agreements as requested by Councillor Eynon at the meeting of this Committee on 23 October 2019.
- 1.2 A report on this matter was previously considered by the then Policy and Development Group on 6 March 2019 when it was reported that as at 31 January 2019 the council was holding £1,272,335.28 for health.
- 1.3 This report outlines
- Monies paid out to GP practices spent during the 2019/20 financial year;
 - What monies are being held and for where; and
 - Steps being taken to ensure that monies are spent

2. DETAILS OF MONEY PAID OUT IN 2019/20

- 2.1 A total of £236,492.59 has been paid from S106 contributions towards improving healthcare facilities in the District in 2019/20. This is broken down as follows:

Table 1 – health section 106 monies paid during 2019/20 to date

Site	Paid towards	Amount spent
Land at Rosebank View Measham	Measham Surgery	£7,964.28
Ashby Road, Ibstock	Ibstock House Surgery	£119,386.15
Land at 117 Chapel Street, Ibstock	Ibstock House Surgery	£8,993.31
Land off Church Lane, Ravenstone	Ibstock House Surgery	£52,364.89
Loughborough Road, Thringstone	Whitwick Health Centre	£765.60
Land off Frearson Road, Donington Le Heath	Whitwick Road surgery	£7,926.50
Land at New Street, Measham, Phase 1	Measham Surgery	£8,061.72
Land adj Clare Farm, Station Road, Ibstock	Ibstock House Surgery	£29,190.71
RO Jennys Lane & Ibstock Road, Ravenstone (Phase 3)	Ibstock House Surgery	£1,839.43
Total		£236,492.59

2.2 The totals paid to each surgery are:

Table 2 – monies paid by surgery

Measham Surgery	£16,026
Ibstock House Surgery	£211,774.49
Whitwick Health Centre	£765.60
Whitwick Road surgery	£7,926.50

2.3 The improvements at Ibstock house Surgery involve a significant extension to the premises granted under planning permission 17/01881/FUL. However, it is understood that a review of the proposals is being undertaken by the Practice, as the cost is higher than anticipated. Should this require a change to the proposals then a further delay is likely whilst a revised planning application is considered. However, an additional £53,000 for Ibstock Surgery has been received towards the end of the financial year. It is not known at this time whether these additional funds will address the shortfall or not. Officers will continue to liaise with the West Leicestershire Clinical Commissioning Group (WLCCG) to ensure that this matter gets resolved as speedily as possible.

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

3.0 DETAILS OF MONEY HELD

- 3.1 As at the end of March 2020 the council was holding £1,307,599.16 for health. Table 3 below summarises the areas where this money is to be spent and provides a comparison to January 2019 as reported previously to this committee.

Table 3 – summary of S106 monies held by area

Area	Total 2019	Total 2020
Ashby de la Zouch	£720,402.45	£840,782.13
Coalville	£173,851.74	£218,487.48
Kegworth	£117,648.95	£119,432.63
Ibstock	£210,451.43	£53,878.72
Measham	£49,980.71	£75,018.20
Total	£1,272,335.28	£1,307,599.16

- 3.2 It will be noted that no money is currently being held in respect of Castle Donington, but it is the case that further monies will be due in the future as new developments proceed. The reference to Coalville is to the wider urban area, including Hugglescote, Thringstone and Whitwick.
- 3.3 The responsibility for developing proposals for using S106 monies lies with the WLCCG but also the individual Practices who need to develop a Business Case for their proposals. The Planning Policy Team Manager meets with a representative of the WLCCG on a quarterly basis to review progress.
- 3.4 It can be seen that despite some £236,492.59 having been spent in 2019/20, the total amount of money now held for health provision across the district is more than that reported in January 2019. There is more available in all areas, other than Ibstock. To some extent this reflects the fact that many developments are now at the stage at which payments are due.
- 3.5 The most significant amount of money held relates to Ashby de la Zouch. Members will be aware that there has been a significant change in terms of GP provision in Ashby over the last couple of years. The original health centre at North Street has closed and new premises constructed as part of the Holywell Spring Farm development on Burton Road. In addition, following concerns identified by the Care Quality Commission in 2017 in respect of The Surgery on North Street, the WCLGG worked to find a solution to these concerns but ultimately it was decided to close The Surgery in autumn 2019.
- 3.6 At the same time as seeking to resolve the issues related to The Surgery on North Street, the WLCCG has been working with the operators of the Ashby Health Centre (Castle Medical Group) to develop proposals for improving the provision of facilities at the site. When the facility was developed the WLCCG had sought to ‘future proof’ provision as it knew that additional growth was planned in Ashby de la Zouch. Therefore, the building incorporated an empty wing for future use. Now that the issues with The Surgery have been resolved, and hence clarity is available regarding what premises are available for the longer term, a Business Case has been developed for proposals for fitting out these rooms and other improvements, including additional car parking provision. These have been approved by the Primary Care Commission Committee.
- 3.7 Some of the monies held for Ashby de la Zouch should have been spent already. Due to the issues outlined above, this has not been possible. However, the developers who have paid these monies have been approached by officers and all have agreed that the monies can still be used to make the necessary health provision. They have not sought to trigger their right for the monies to be paid back.

3.8 In view of the above, a request to draw most of the funds held by the Council for Ashby de la Zouch has been received. Officers are seeking some additional information from the WLCCG but it is hoped to be able to sign this off in the very near future. It is understood that once this is done then the improvements will be undertaken as soon as possible.

3.9 In terms of other surgeries:

- Hugglescote – there are ongoing discussions with the developer of adjoining land (David Wilson Homes) for the transfer of additional land which will then facilitate an expansion of the surgery. Monies are due to be spent by spring 2022 at the earliest.
- Whitwick Road, Coalville – initial plans and a Business Case have been drawn up for expansion, but additional financial resources beyond those available from s106 Agreements (about £28,000) will be necessary. Money is due to be spent by autumn 2022.
- Whitwick Health Centre –The money available has been split between the two practices which operate out of these premises. One has to date not spent there allocation (about £7,300) but a meeting has recently been held with the Practice, the WLCCG and officers. The Practice are looking at ways to utilise the funds to enhance patient care. The monies are to be spent by autumn 2022.
- Measham – the WLCCG are currently considering proposals for fitting out consulting rooms. The available money (about £75,000) is to be spent by early 2023 at the earliest.
- Kegworth – this falls within the remit of the Rushcliffe CCG. One of the S106 Agreements which provides money for improvements has recently been renegotiated so as to provide additional time (to 2030) before the available money (£110,000) is to be spent. The remaining monies (about £9,000) are to be spent by summer 2023. Officers have had a discussion with a representative of the Practice to discuss some initial ideas and these will be progressed.

Policies and other considerations, as appropriate	
Council Priorities:	Our communities are safe, healthy and connected
Policy Considerations:	None discernible
Safeguarding:	None discernible
Equalities/Diversity:	None
Customer Impact:	None discernible
Economic and Social Impact:	Enhanced healthcare provision at specific practices will benefit those communities served by them. A healthy population will also benefit the local economy if people are able to work.
Environment and Climate Change:	None discernible
Consultation/Community Engagement:	None
Risks:	Monies received as part of S106 Agreements normally have to be spent within a specified period. It is important that the spending of such monies be monitored to avoid a situation where the money has to be paid back to the developer/applicant.
Officer Contact	Chris Elston Head of Planning and Infrastructure chris.elston@nwleicestershire.gov.uk

Title of Report	NEW AFFORDABLE HOUSING SUPPLY STRATEGY 2020	
Presented by	Chris Lambert Head of Housing	
Background Papers	None	Public Report: Yes
Financial Implications	There are no direct financial implications associated with this report although the strategy will inform the use of existing resources	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	There are no legal implications	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	There are no staffing implications. This strategy supports Corporate Delivery Plan priorities	
	Signed off by the Acting Head of Paid Service: Yes	
Purpose of Report	To seek scrutiny input into the strategy ahead of consideration by Cabinet	
Reason agenda item submitted to Scrutiny Committee	<i>To allow Scrutiny Committee to provide input into the draft strategy</i>	
Recommendations	COMMUNITY SCRUTINY COMMITTEE COMMENT ON THE DRAFT AFFORDABLE HOUSING SUPPLY STRATEGY FOR CONSIDERATION BY CABINET ON 22 SEPTEMBER 2020.	

1. BACKGROUND

- 1.1 The Housing Strategy 2020-21 sets out an objective to “Maintain and increase the supply of affordable homes, in a challenging financial environment, including the construction and acquisition of new affordable homes by North West Leicestershire District Council (NWLDC).”
- 1.2 The Council recognises that it has a role as the strategic housing authority to work to address the housing needs of the district. At the same time it has a direct role in the delivery of affordable housing as a developing landlord.
- 1.3 As an organisation that has only recently resumed its development programme it is important that we balance our twin roles to ensure that as a provider the development we are involved in compliments rather than competes with other developing organisations active within the district.
- 1.4 This Strategy identifies the Council’s priorities for affordable housing and identifies the actions that will be taken to ensure that the right size, type and quality of affordable housing delivered in the right places within North West Leicestershire.

2. THE NEW AFFORDABLE HOUSING SUPPLY STRATEGY

2.1 The Strategy sets out the range of products that fall within the definition of affordable housing and the mechanisms of delivery. It then considers the success to date in delivery of affordable housing.

2.2 .It then considers the level of affordable housing need in the district including the need for specialist accommodation

2.3 Finally the strategy identifies the gap between supply and demand for affordable housing and sets out areas that the council can improve delivery both as a strategic enabler and also as an affordable housing provider in its own right.

3. PRIORITIES FOR COUNCIL DEVELOPMENT

3.1 The strategy has identified a number of priority actions to support the Council's ambition to increase and improve affordable housing supply. These are:

- We will work with the County Council to understand the levels of need for specialist housing within the district
- We will develop a clear and transparent approach to section 106 agreements, in particular how we will deal with situations where a developer cannot provide a policy compliant on site affordable housing scheme.
- The Council will continue to offer financial support to registered providers developing in the district. Our priority will be to support schemes that meet needs which are not easily met through other routes.
- We will work with Homes England to develop a more pro-active approach to larger predominantly affordable housing developments within the District.
- As a developer we will begin a programme of pro-active site acquisition to accelerate new home delivery.
- We will procure a new development partner to support us with the next phase of our newbuild programme whilst growing our in house capacity to develop sites directly in the future.
- We will pro-actively seek partnerships that can bring added value to our development aspirations
- We will continue to appraise section 106 opportunities however we will only bid for properties where there is no viable bid from other registered providers.
- We will consider the opportunities within our own programme to develop specialist accommodation that is not forthcoming through other programmes.

Policies and other considerations, as appropriate	
Council Priorities:	- Local people live in high quality, affordable homes
Policy Considerations:	None identified
Safeguarding:	None identified
Equalities/Diversity:	The strategy identifies the need for specialist housing directly targeted at some groups with protected characteristics and seeks to improve delivery in these areas.
Customer Impact:	The aim of the strategy is to increase delivery of affordable housing within the district which will have a direct positive impact on customers on the housing

	register.
Economic and Social Impact:	Increasing the delivery of affordable housing will have positive impacts both economically and socially. The strategy aims to increase investment in housing in the district with the end result of providing safe affordable housing for some of the most socially excluded residents of the district
Environment and Climate Change:	No direct impacts
Consultation/Community Engagement:	No direct consultation has taken place ahead of the development of the strategy although the strategy does reflect issues identified through more general stakeholder engagement
Risks:	No risks identified
Officer Contact	David Scruton Housing Strategy and Systems Team Manager david.scruton@nwleicestershire.gov.uk

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New Affordable Housing Supply Strategy

(Draft)

July 2020

Contents

Executive Summary	4
Purpose	4
What is Affordable Housing.....	4
Affordable Housing Delivery.....	4
Council Housing Delivery	5
Affordable Housing Need	5
Delivery Against Identified Need	7
Summary of Actions	7
Introduction	9
Purpose	9
What is affordable housing?	9
The Affordable Housing Market.....	9
Affordable Housing Segmentation.....	10
Delivery mechanisms	11
Provider Lead Schemes	11
NWLDC Planning Policy	11
Current Supply	12
Historic Supply	12
Section 106 Agreements	13
Council New Supply.....	14
Affordable Housing Need.....	15
Affordable Housing Need.....	15
Specialist accommodation	17
Meeting the Need for Specialist Housing	17
Rural Housing.....	22
Need for Affordable Home Ownership.....	22
How we will plug the gap.....	23
Delivery Against Identified Need	23
What We Will Do About The Gap	23
As strategic enabler	24
Better use of 106s	24
Commuted sums	25
Discounted Market Sale.....	25
Other models of affordable housing.....	26
Financial support to Registered Providers.....	26

Working with Homes England.....	27
Council Delivery	27
Site Identification	27
Delivery	27
Partnership opportunities.....	28
Planning Gain	28
Ad-Hoc Purchases	28
Other Strategic Considerations.....	29
Value for Money	29
Design Standards	29
Meeting Specialist Needs.....	29
Rural Affordable Housing.....	30
Summary of Actions	30
Appendix One – Low Cost Home Ownership Products.....	31

Executive Summary

Purpose

The Council recognises that it has a role as the strategic housing authority to work to address the housing needs of the district. At the same time it has a direct role in the delivery of affordable housing as a developing landlord.

The intention is that by working effectively with partners we are able to increase the overall supply to everyone's benefit.

What is Affordable Housing

Affordable Housing is defined within the National Planning Policy Framework (NPPF). There are three broad areas which the majority of affordable housing falls into.

Social and Affordable Rent are properties rented by an affordable housing provider, usually a Council or Housing Association as a rent below market value and set as a result of Government regulations. Most people will access these rented properties through the Council's Housing Register.

Affordable Home Ownership is an umbrella term for a range of products that allow households to purchase a property at below market levels. The most established of these is Shared Ownership.

Deferred Purchase schemes are schemes whereby a household rents a property for a period of time with the intention to purchase at a future date. Deferred Purchase schemes are often used as short term measures during market downturns when mortgage availability is limited to allow a prospective buyer to secure a property ahead of securing finance. The period of renting may also build up an equity stake in the property. Because they are an interim arrangement they are not identified as a distinct product in housing need surveys.

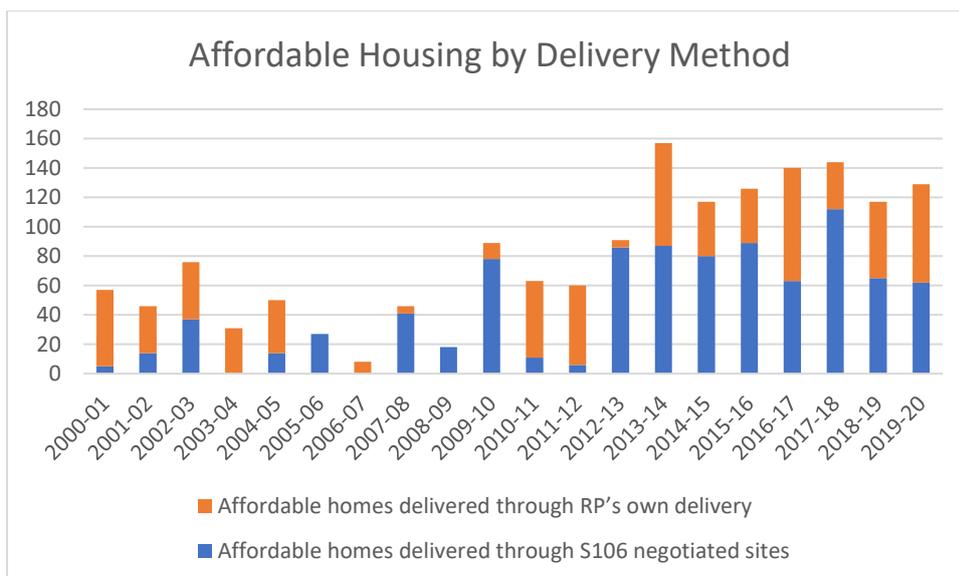
Affordable Housing Delivery

There are two main routes to delivery of affordable housing, provider lead schemes, and planning gain sites.

Provider Lead Schemes are predominantly or exclusively affordable housing schemes and usually delivered with a degree of public capital subsidy. The most significant source of such subsidy is currently Homes England.

Planning Gain is the mechanism by which affordable housing is delivered by a private developer as part of a condition of the planning permission under a section 106 agreement, usually as a proportion of a site being developed.

The chart below shows the overall delivery of new affordable housing in the district over time as well as the split between RP lead schemes and section 106 sites.



Council Housing Delivery

Since 2018 the Council has embarked on a programme of stock acquisition and new build. This has been to supplement the delivery by RPs and Private Developers.

To date the Council has bought back one former right to buy property, received 45 units gifted by developers through section 106 agreements as well as purchasing 2 additional 106 units on one of the sites. Furthermore it has directly developed 24 units on infill HRA land and entered into a partnership with a Homes England registered partner developer to access HE funding for a 24 unit scheme in the centre of Coalville on the former Police Station site.

Currently the Council is on site at a development of 8 homes in Coalville on the site of a former public house. The site is due for completion in August 2020.

A pipeline of new schemes has been identified and work is ongoing to bring forward 4 of these for start on site in 2020/21.

Site	Indicative Units	Estimated value	Description
Queensway, Measham	6	£891,000	Former Council Sheltered Scheme
Howe Road, Whitwick	16	£2,376,000	Greenfield HRA land
Woulds Court, Moira	8	£1,188,000	Former Council Sheltered Scheme
Cedar Grove, Moira	2	£297,000	Former garage site

Affordable Housing Need

The most up to date evidence base of affordable housing need is currently the Housing and Economic Development Needs Assessment (HEDNA.) The HEDNA identified a need for new affordable housing within the district of 199 homes a year between 2011 and 2031 to meet both existing and newly arising need.

Furthermore it suggested a tenure split of 80% rented accommodation 20% low cost home ownership and provided the broad guidance on property size below.

	1 bed	2 bed	3 bed	4+ beds
NWL	30-35%	35-40%	25-30%	5-10%

(Table 57 HEDNA)

Whilst the HEDNA identified a district wide level of need but analysing the current applicants on the Council Housing Register we are able to identify a level of comparative demand between location and broad property types. A summary of the comparative demand for rented housing across three broad household types is shown below

Settlement	Emerging	Growing	Consolidating	key
Coalville	21.00%	5.71%	10.70%	<1%
Ashby	8.26%	2.45%	8.46%	1-2%
Castle Donington	3.47%	0.71%	3.16%	2-4%
Whitwick	2.96%	0.61%	3.67%	4-8%
Ibstock	3.57%	0.51%	2.96%	8-10%
Measham	2.14%	0.71%	1.22%	10+ %
South West Villages	5.10%	1.63%	4.49%	
North East Villages	3.16%	1.43%	1.94%	



- Emerging households are those newly forming either as a result of children leaving the parental home or as a result of changing relationships and will be met by smaller units like one and 2 bedroom flats.

- Growing households are families with children and will need traditional houses with 2, 3 or 4 bedrooms.
- Consolidating households are those who are downsizing as family members move on into their own independent homes and will tend to be older people requiring age appropriate flats and bungalows

Delivery Against Identified Need

The table below shows the cumulative delivery of new affordable housing over the period identified in the HEDNA together with the net shortfall over time. There has been a shortfall in rented units in every year with only 55% of the required need delivered over the 9 year period. By contrast 78% of the affordable Home Ownership need has been met and over the 5 year period 2013-14 to 2017-18 this need was met.

	Culm Rent	Culm AHO	Rent shortage	AHO shortage
2011-12	44	16	116	24
2012-13	104	47	216	33
2013-14	229	73	251	47
2014-15	306	113	334	47
2015-16	393	152	407	48
2016-17	489	196	471	44
2017-18	581	248	539	32
2018-19	685	261	595	59
2019-20	794	281	646	79

Summary of Actions

The strategy has identified a number of priority actions to support the Council's ambition to increase and improve affordable housing supply.

We will work with the County Council to understand the levels of need for specialist housing within the district.

We will develop a clear and transparent approach to section 106 agreements, in particular how we will deal with situations where a developer cannot provide a policy compliant on site affordable housing scheme.

The Council will continue to offer financial support to registered providers developing in the district. Our priority will be to support schemes that meet needs which are not easily met through other routes.

We will work with Homes England to develop a more pro-active approach to larger predominantly affordable housing developments within the District.

As a developer we will begin a programme of pro-active site acquisition to accelerate new home delivery.

We will procure a new development partner to support us with the next phase of our newbuild programme whilst growing our in house capacity to develop sites directly in the future.

We will pro-actively seek partnerships that can bring added value to our development aspirations

We will continue to appraise section 106 opportunities however we will only bid for properties where there is no viable bid from other registered providers.

We will consider the opportunities within our own programme to develop specialist accommodation that is not forthcoming through other programmes.

Introduction

intro by cabinet member – to be completed

Purpose

The Council recognises that it has a role as the strategic housing authority to work to address the housing needs of the district. At the same time it has a direct role in the delivery of affordable housing as a developing landlord.

As an organisation that has only recently resumed its development programme it is important that we balance our twin roles to ensure that as a provider the development we are involved in compliments rather than competes with other developing organisations active within the district.

This Strategy identifies the Council's priorities for affordable housing and identifies the actions that will be taken to ensure that the right size, type and quality of affordable housing delivered in the right places within North West Leicestershire.

The intention is that by working effectively with partners we are able to increase the overall supply to everyone's benefit.

What is affordable housing?

The Affordable Housing Market

Traditionally affordable housing has been predominantly delivered through a limited number of tenures. Usually social rent (the "cheapest," rented housing, with rents set by a complex formula) and more recently affordable rent (capped at 80% of market rents) for those unable or not wanting to buy and shared ownership for aspiring home owners who cannot access the market without assistance.

The situation now though is more complex as both Government and developers have sought to introduce new tenures to market. Government have been pushing "starter homes," whilst both social and private providers of affordable housing have developed new models to reflect opportunities and challenges within the market such as rent to buy and a variety of discounted sale products.

Affordable housing for planning purposes is defined within the National Planning Policy Framework (NPPF)¹. The Government published a revised NPPF in July 2018 which introduced Starter Homes into the definition of affordable housing whilst acknowledging secondary legislation in this area may follow. The new NPPF also partially removes the need for affordable housing when provided without subsidy to remain affordable in perpetuity or for subsidy to be recycled. This change is necessary to ensure starter homes fall within the definition but also allows some alternative market lead models to qualify. The secondary legislation has not been forthcoming although the amended definition has remained.

A subsequent revision to NPPF dated February 2019 introduced a requirement that 10% of the homes on major developments should be affordable home ownership, unless this would exceed the

1

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/728643/Revised_NPPF_2018.pdf

level of affordable housing required in the area, or significantly prejudice the ability to meet the identified affordable housing needs of specific groups. A limited number of exemptions apply.

Traditionally affordable housing would be either directly delivered by a social housing provider, usually a Local Authority or Housing Association or since the late 1990s, increasingly through planning gain and section 106 agreements whereby private developments are obliged to deliver a proportion of affordable housing as part of their planning permission. Although early section 106 agreements delivered some affordable homes as restricted floor space dwellings and discounted market sale units, most affordable housing through the planning system was purchased by Housing Associations at a discount and then either rented or sold on to shared owners.

In recent years a range of drivers have led to an increasing number of delivery models that do not involve a traditional affordable housing provider.

Affordable Housing Segmentation

Most affordable housing products fall within one of three broad categories.

Affordable and Social Rent

Affordable housing for rent is traditionally provided at rents below those of comparative private rented properties with the rent set in accordance with a government formula. Furthermore such homes are let with a greater degree of security than the typical private let although increasingly registered providers are moving away from tenancies for life. Although affordable rents are set at a higher level than social rents in many cases the tenure is a direct alternative to social rent rather than being considered as an intermediate rent. Social and Affordable rented homes are usually allocated through a needs based housing register which will have eligibility criteria to ensure that homes for the most part go to those who cannot secure long term accommodation through the market.

Affordable Home Ownership

Affordable Home Ownership is an umbrella term for a range of products that allow households to purchase a property at below market levels. Although there are sufficient differences between models for some to be more suitable than others depending on a household's circumstances, the different products are effectively substitutes attracting a broadly similar group of purchasers.

Revisions to the NPPF published in February 2019 introduced a requirement that "Where major development involving the provision of housing is proposed, planning policies and decisions should expect at least 10% of the homes to be available for affordable home ownership, unless this would exceed the level of affordable housing required in the area, or significantly prejudice the ability to meet the identified affordable housing needs of specific groups.

Whilst there are some exemptions, most notably for wholly affordable schemes the outcome of this change, as development works through the system is that between 50 and 70% of homes delivered through the section 106 process could be delivered as affordable home ownership.

Deferred purchase

Deferred purchase schemes also known as Rent to Buy, allow a household to rent a property usually at below market rent allowing the purchaser to save up for a deposit or to build an equity stake in the property before purchasing after a period of time. During the housing market downturn of 2008 a number of homes developed as shared ownership by housing associations were converted to Rent to Buy as the demand for shared ownership properties fell. There are however no figures published to show how many of those taking homes on a Rent to Buy basis managed to purchase in the end.

More recently a number of private firms have developed alternative rent to buy models underpinned by institutional investment. These do not appear to have gained the traction anticipated and so have not impacted on supply or demand significantly.

Details of the main products are set out in appendix one.

Delivery mechanisms

There are two main routes to delivery of affordable housing, provider lead schemes, and planning gain sites.

Provider Lead Schemes

A significant level of affordable housing within the District is delivered through Provider Lead Schemes. These are sites that are predominantly or exclusively affordable housing schemes and usually delivered with a degree of public capital subsidy. The most significant source of such subsidy is currently Homes England, the Government's "Housing Accelerator," an executive non-departmental public body, sponsored by the Ministry of Housing, Communities & Local Government. Some schemes do come forward through other capital schemes on occasion as well.

NWLDC Planning Policy

An increasing level of affordable housing in recent years has been delivered through planning gain, whereby developers as a condition of planning permission are required to deliver a proportion of homes as affordable housing.

Policy H4 of the Council's local plan² adopted in November 2017 sets out the policy for securing affordable housing on market developments. This ranges from a 30% requirement on greenfield sites of 11 or more dwellings in settlements such as Ashby, Castle Donington, Kegworth and Measham down to 5% on previously developed land delivering 30 or more dwellings in Donington, Coalville, Ibstock and Kegworth. As the thresholds in the new plan are in several circumstances lower than the previous policy there is likely to be a reduction over time in the number of affordable units delivered through the planning system.

The table below shows the current target and thresholds for affordable housing by settlement and compares them to the old affordable housing supplementary planning document (AHSPD).

Settlement	Old AHSPD		Adopted Local Plan			
	Target	Threshold	Greenfield Sites		Previously Developed Land	
	Target	Threshold	Target	Threshold	Target	Threshold
Ashby	30%	15 or more	30%	11 or more	15%	30 or more
Castle Donington	30%	15 or more	30%	11 or more	5%	30 or more
Greater Coalville	20%	15 or more	20%	11 or more	5%	30 or more
Ibstock	20%	11 or more*	20%	11 or more	5%	30 or more
Kegworth	30%	11 or more*	30%	11 or more	5%	30 or more

²

https://www.nwleics.gov.uk/files/documents/adopted_local_plan_2011_20312/Adopted%20Written%20Statement.pdf

Measham	30%	11 or more*	30%	11 or more	15%	30 or more
All other Areas	30%	11 or more*	30%	11 or more	5%	30 or more

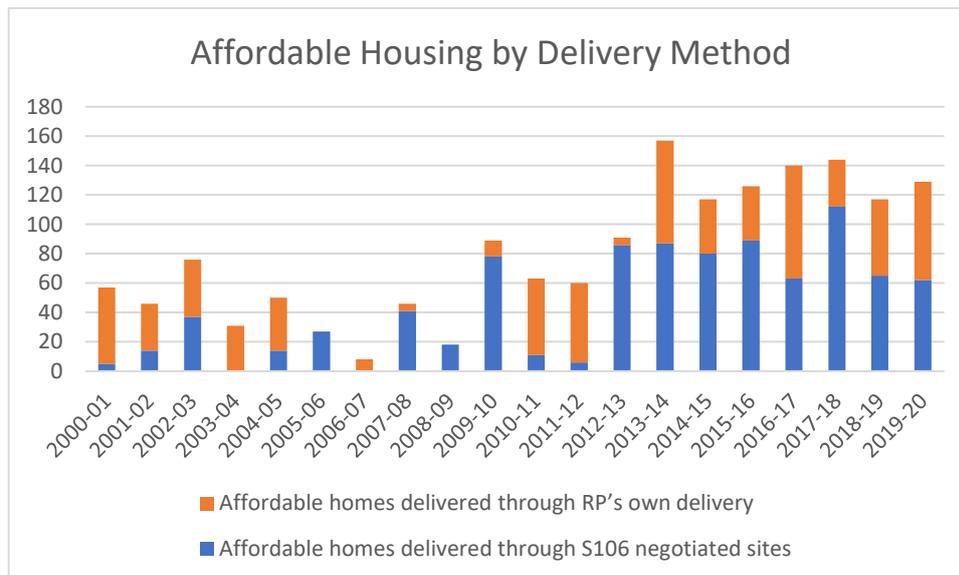
The Local Plan also includes a policy on affordable housing in rural areas policy H5 which allows for affordable housing outside the limits of development in rural areas to meet demonstrated local need.

The Council has had some success in developing rural exception sites with 8 sites delivered in 6 villages where a local connection criteria has been secured.

Current Supply

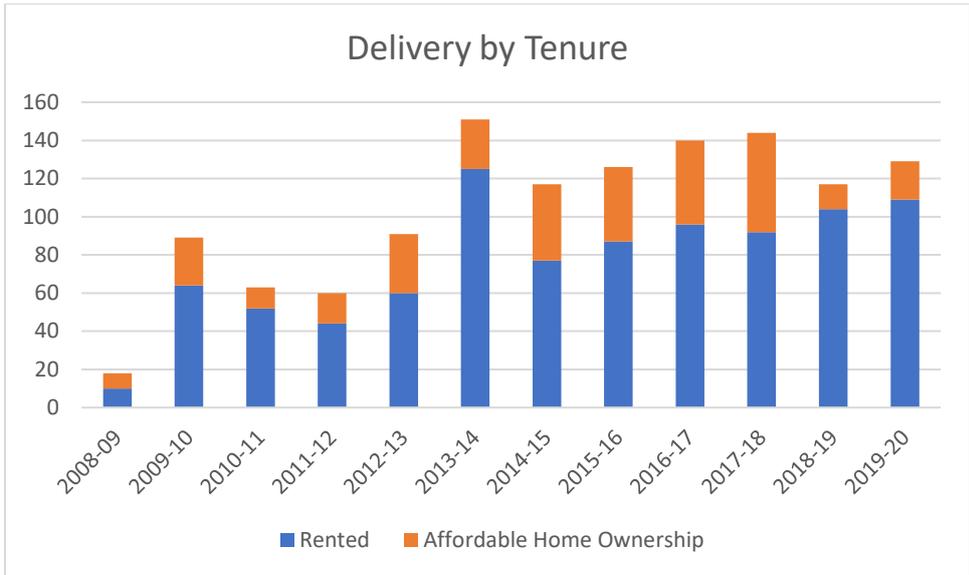
Historic Supply

Whilst affordable housing schemes directly developed by RPs within the district have fluctuated in terms of numbers as Homes England and its predecessors have changed their funding criteria, the delivery of affordable homes as a result of section 106 agreements has increased over time. The table below shows an average of 14 planning gain units per annum between 2001 and 2005 rising to 86 between 2014 – 2018.



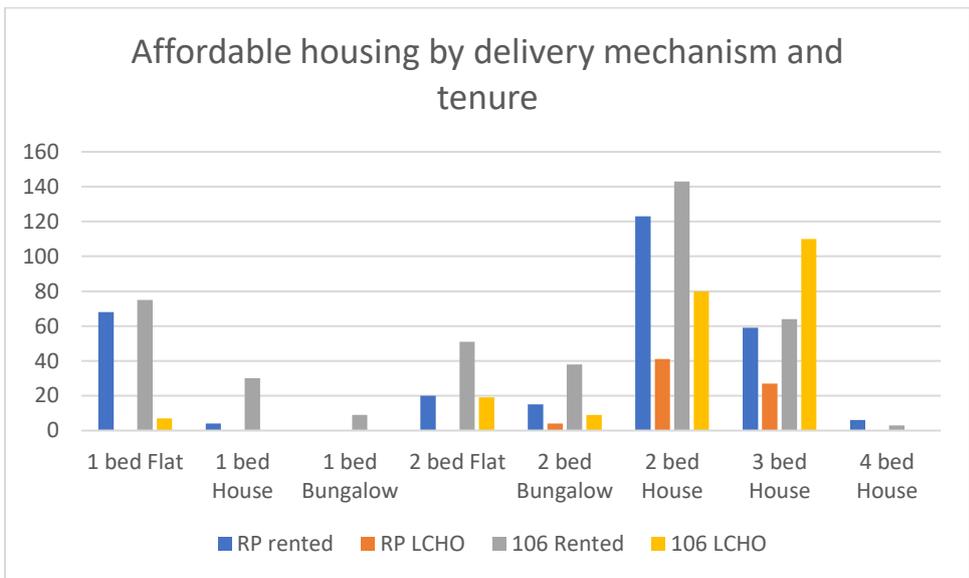
However as noted above the new local plan reduces the level of affordable housing required on a number of sites due to location or brownfield status and so the contribution of section 106 units to affordable housing delivery may have peaked.

The chart below shows the changing tenure of new affordable housing delivery.



What is most notable is decrease in social rented housing which has increasingly been substituted for affordable rent.

The table below shows all affordable housing delivery between April 2008 and March 2018 by rented/LCHO split and by delivery mechanism.



As can be seen by the table above rented housing has tended to be smaller units than low cost home ownership products with a similar spread of rented houses between RP delivery and section 106. RP lead LCHO schemes have tended to be smaller than those delivered by the market though.

Section 106 Agreements

Over time there have been changes in demand from affordable housing providers, mostly but not exclusively Registered Providers and this has led to developers insisting on building increasing flexibility into section 106 agreements to avoid the situation where sites stall as the affordable housing requirement has not been agreed.

This does then provide a degree of choice to the Council as a strategic housing authority when a fully compliant affordable scheme cannot be delivered.

In the past solutions have varied from the Council receiving gifted units at nil cost, the conversion of rented units to discounted market sale or the provision of a commuted sum in lieu of affordable housing on site.

Whilst demand does currently appear healthier than the recent past for section 106 schemes setting out the Council's preferences does ensure certainty to all parties.

Section 106 agreements are most effective at delivering accommodation types that integrate well with market developments. As the price paid for rented section 106 units is derived from the potential rental income additional construction costs such as meeting accessibility standards that are not then reflected in rental income will impact on the viability of a scheme. Furthermore as most cascade agreements will have a backstop of sale in one way or another developers are reluctant to provide units that do not have an open market demand. Therefore although section 106 agreements are an effective way of delivering "mainstream," housing delivering specialist housing is more difficult

Council New Supply

Since 2018 the Council has embarked on a programme of stock acquisition and new build. This has been to supplement the delivery by RPs and Private Developers.

To date the Council has bought back one former right to buy property, received 45 units gifted by developers through section 106 agreements as well as purchasing 2 additional 106 units on one of the sites. Furthermore it has directly developed 24 units on infill HRA land and entered into a partnership with a Homes England registered partner developer to access HE funding for a 24 unit scheme in the centre of Coalville on the former Police Station site.

The Council has signed up to retain Right to Buy receipts as part of the government one for one replacement programme. Through this scheme the council can retain surplus RTB receipts above an agreed threshold, on condition that the funds are invested in the new supply of affordable homes, and match funding on a 30/70 basis is invested by the council. The funds retained must be used within three years, or repaid with interest to MHCLG.

The Council is currently budgeting for a newbuild programme over the next 5 years of around £24million ponds to utilise the right to buy receipts as set out in the table below.

	20/21	21/22	22/23	23/24	24/25	Total
RTB Receipts (30%)	907,342	1,764,355	1,427,050	1,459,850	1,503,645	7,062,241
S106 receipts	255,018	45,570	3,780			304,368
HRA/Borrowing	2,648,780	4,223,159	3,329,783	3,406,316	3,508,505	17,116,543
Total funding requirement	3,811,140	6,033,084	4,760,612	4,866,165	5,012,150	24,483,152

Furthermore up to £1 million per annum has been identified for purchasing additional units that are not eligible for Right to Buy funding such as purchasing section 106 units from developers

Currently the Council is on site at a development of 8 homes in Coalville on the site of a former public house. The site is due for completion in August 2020.

A pipeline of new schemes has been identified and work is ongoing to bring forward 4 of these for start on site in 2020/21.

<i>Site</i>	<i>Indicative Units</i>	<i>Estimated value</i>	<i>Description</i>
<i>Queensway, Measham</i>	<i>6</i>	<i>£891,000</i>	<i>Former Council Sheltered Scheme</i>
<i>Howe Road, Whitwick</i>	<i>16</i>	<i>£2,376,000</i>	<i>Greenfield HRA land</i>
<i>Woulds Court, Moira</i>	<i>8</i>	<i>£1,188,000</i>	<i>Former Council Sheltered Scheme</i>
<i>Cedar Grove, Moira</i>	<i>2</i>	<i>£297,000</i>	<i>Former garage site</i>

Affordable Housing Need

Affordable Housing Need

The Council's current affordable housing need figure is set out in the North West Leicestershire Local Plan, adopted November 2017. This sets an affordable housing requirement of 199 dwellings a year over the period 2011-2031³.

This figure was identified as part of the work on the Housing and Economic Development Needs Assessment (HEDNA) for Leicester and Leicestershire Authorities, January 2017. The HEDNA also considered the need for housing of different tenures and attempted to quantify the need for specialist affordable housing provision⁴.

The Government has recently published amendments to the Planning Policy Guidance that provides additional guidance on estimating affordable housing need. Although the methodology is broadly in line with the approach taken in the HEDNA there is additional detail relating to identifying those in need of Low Cost Home Ownership. Furthermore there has been a change to the definition of affordable housing widening the range of tenures that meet the definition.

The HEDNA suggested a tenure split of 80% rented accommodation 20% low cost home ownership and provided the broad guidance on property size below.

	1 bed	2 bed	3 bed	4+ beds
NWL	30-35%	35-40%	25-30%	5-10%

(Table 57 HEDNA)

Prior to the amendments in the NPPF mentioned above affordable housing provision was negotiated from an evidence lead position with 80% of homes sought as rented and viability testing used this assumption to identify deliverable affordable housing targets. However these changes are likely to significantly increase the proportion of Affordable Home Ownership delivered through planning gain.

Although not identified within the HEDNA a previous Housing Need study, the 2014 Strategic Housing Market Assessment, identified that 79% of the then 1 bedroom need arose from older households looking to downsize, and thus releasing larger homes. However as the majority of these households are likely to be in existing, albeit potentially unsuitable housing any 1 bed units delivered

³ Local plan

⁴ HEDNA

to meet these needs will need to be suitably attractive to encourage older households to downsize. The fact that like many Local Authorities, North West Leicestershire has undertaken a programme of sheltered housing demolition at a time of rising demand for older persons housing demonstrates that in the past we have not been successful in this endeavour.

A report commissioned in 2010 for the Leicestershire Housing Market Area Partnership on the Housing Needs and Aspirations of Older People in Leicestershire found that certainly amongst downsizers there was a strong preference for 2 bed properties for a variety of reasons. As a result the level of 1 bed “need,” identified above needs to be considered in the context of potential demand.

The HEDNA considers both existing and newly arising need at a District level. Whilst this provides a strategic level target it is useful to understand the comparative demand across both geography and property type whilst acknowledging there can be a degree of flow between each. Utilising a combination of housing register information and the results from rural housing needs surveys we can derive comparative current demand to refine our understanding of needs patterns.

Whilst it is easy to assume the housing register will reflect demand for affordable housing there are a number of external factors that mean this is an oversimplification.

- Firstly the housing register is an indication of demand for rented housing only
- Secondly studies such as HEDNA are forecasting the newly emerging need several years into the future based on demographic changes. The register can only provide a snapshot of eligible households seeking accommodation at a point in time.

With the caveats identified above the Housing Register is still the most appropriate data source available for forecasting current demand for rented housing at lower levels of geography in the absence of a traditional housing needs survey. The register provides us with both a first choice area for each household but also by looking at lettings and bidding data it is possible to draw some conclusions about comparative demand.

Whilst there will always be a degree of substitution between property types and location as households seek to meet their housing need it is useful to use the data that is available to inform decisions around development.

By considering three types of household across broad market areas we can begin to understand the comparative need for affordable rented housing within the district.

- Emerging households are those newly forming either as a result of children leaving the parental home or as a result of changing relationships and will be met by smaller units like one and 2 bedroom flats.
- Growing households are families with children and will need traditional houses with 2, 3 or 4 bedrooms.
- Consolidating households are those who are downsizing as family members move on into their own independent homes and will tend to be older people requiring age appropriate flats and bungalows.

The table below utilises housing register data to derive the comparative demand of unit types by area. Coalville and Ashby, make up over 55% of the demand in the district. The remaining settlements are split between North East and South West villages as indicated on the map below

Settlement	Emerging	Growing	Consolidating	key
Coalville	21.00%	5.71%	10.70%	<1%
Ashby	8.26%	2.45%	8.46%	1-2%
Castle Donington	3.47%	0.71%	3.16%	2-4%
Whitwick	2.96%	0.61%	3.67%	4-8%
Ibstock	3.57%	0.51%	2.96%	8-10%
Measham	2.14%	0.71%	1.22%	10+ %
South West Villages	5.10%	1.63%	4.49%	
North East Villages	3.16%	1.43%	1.94%	



Specialist accommodation

Meeting the Need for Specialist Housing

Specialist Housing is a broad term that describes a wide range of models of accommodation where additional services or facilities are provided. This will usually be through specialist features within a home such as building or adapting to an accessible standard or through additional services and support for people who are not able to live independently.

The demand for accommodation for differing client groups is considered below as well as a summary of opportunities to meet these needs.

Following a period of hiatus in the development of this type new supported accommodation whilst the government clarified the future funding model for revenue costs, we have recently seen more clarity, and new supported development proposals beginning to come forward again.

The position of our strategic partner in this area, Leicestershire County Council has also become clearer, as they have articulated their ambitions to become a direct landlord of new supported living schemes through a Local Housing Company, established to hold the properties and provide landlord services. In the initial transitional period as this approach is embedded, close working with a partner Registered Provider which will allow schemes to be commissioned and managed. We are actively supporting this new approach and working with the County Council to identify opportunities for joint working through acquisitions and joint development to spread risks where appropriate.

Housing for people with Learning Disabilities

The Transforming Care Programme is a National Plan that has been established to ensure that people with a Learning Disabilities and/or Autism, who are in hospital settings, are moved into the community wherever possible.

The Leicester, Leicestershire & Rutland Transforming Care Accommodation Strategy 2017-2021 aims to determine the housing needs of the current cohort of people who fall under the remit of the Transforming Care Programme as well as to project the numbers that will need accommodation in the future.

There is a wide range of housing models that can meet the needs of people with learning disabilities.

Whilst there has rightly been a move away from institutional settings there are still benefits from well planned group schemes due to the potential to provide shared facilities such as day rooms and office space. Furthermore clustering service users whilst maintaining independence can generate economies of scale when commissioning care.

Conversely the drive for community based services together with advances in assistive technologies allow for dispersed and very flexible accommodation options.

Hub and spoke models allow for the benefits of both.

As a result it will be necessary to work with the County Council to identify the likely pipeline of demand so that we can plan accordingly. This will also provide an opportunity for the County Council to identify and plan to resource the likely support needs of people moving into new accommodation.

The County Council has identified a gap between supply and demand of around 200 units of supported living accommodation both now and into the future. Whilst the shortfall reduces over the next two years as pipeline schemes complete growing demand shows an increase from that point forward.

They identify particular gaps in Transitions Accommodation for 16-25 year olds and those with complex needs.

Homes for Older People

The Retirement Housing sector (from age-restricted over-55 housing to housing with care*), currently comprises 725,000 homes, which equates to c.2.6% of the total housing stock in the UK. According to the latest EAC data, around 23% of retirement stock is private housing. A recent survey

conducted for Retirement Homesearch, a retirement property specialist said that “19% of over-50’s believe it ‘likely’ that they’ll spend their autumn years in a purpose-built retirement community”. This highlights the gap between current supply and projected demand for retirement housing in the UK.

An aging population will create increasing challenges for housing providers with the number of people aged 90 or over is set to almost double in the next 10 years.

Ensuring designs of new homes are age aware will ensure new supply is flexible to meet a range of needs. SCIEs “The 100-year life: the role of housing, planning and design,” recommends 90% of new homes be built to accessibility standards M4(2) and 10% built to the enhanced M4(3) standards.

Housing provision that meets the needs of older people also has significant benefits to their health and wellbeing while easing social care and NHS budgets. Properly adapted and energy efficient housing can reduce the need for social care and improve wellbeing. However, the central dilemma we encountered concerned the problem and cost of delivering care services to older people in more remote locations. Care agencies report difficulties in recruitment and local authorities face extra costs for transport and unproductive time in providing domiciliary support to rural communities. However small scale provision in large numbers of villages would often be the preferred solution for those who otherwise simply refuse to take the step of moving from unsuitable properties. There are real advantages in meeting local requirements within village settings: these can enable continued support from family and friends, with consequent savings to the State. Small projects for a few (relatively high density) bungalows could assist those moving from agricultural dwellings, housing association and local authority family houses, and owner-occupied homes that no longer served their purpose. Purpose-built accommodation for those “right-sizing” could preserve independence and reduce the need for care and support. Currently there are 197 applications on the housing register where all members are over the age of 60.

The development of specialist housing has reduced over time whilst the population of over 65s has increased. The development of new accommodation-based schemes currently occurs at the rate of 15% of the actual demand⁵. Increasingly the emphasis is on enabling older people to continue to live at home by adapting their physical environments and providing additional services to assist them to “stay put”. This principle places a particular focus on social landlords given the concentration of this and wider social need within social housing stock of all types.

The County Council have forecast that the number of people aged 65 or over who are unable to manage at least one mobility activity on their own in Leicestershire will increase 64% from 25,035 in 2017 to 41,082 in 2035. Whilst those unable to manage at least one domestic task on their own will increase 59% from 55,629 to 88,531 over the same period.⁶

Between 2019 and 2035 the County Council have predicted that the number of people living in Leicestershire with dementia will increase by 80% to 17,028 by 2035.

Although a number of bungalows and flats suitable for older people have been built in recent years it is some time since a specialist affordable older persons scheme has been developed in the District.

To address this fact the provision of an Extra Care scheme in Ashby has been negotiated as part of a section 106 agreement. Because of the additional costs involved in developing such a scheme for both capital and revenue funding this has been a long term ambition that started on site in Autumn

⁵ https://www.supportsolutions.co.uk/briefing/issue_12/silver_surge.html

⁶ Leicestershire County Council Social Care Accommodation Investment Prospectus 2019-2037

2019 over 4 years after discussions began. The scheme will be funded by a combination of developer subsidy through the provision of land, Homes England and Local Authority funding to top up borrowing by EMH.

The scheme comprises 65 one and two bedroom apartments specifically designed to enable residents to live independently with 24 hour support on site, and personalised care and support packages available as and when needed.

All the apartments are designed to allow wheelchairs and mobility aids to be used. The front entrance has a video door entry system, and each apartment also has its own secure entrance.

Accommodation for people with social care needs

The County sets out in its prospectus “Building accommodation to meet the needs of people in Leicestershire,”⁷ a number of priorities for development across Leicestershire over the next three years. In summary these are

Type of Scheme	2021	2022	2023
Extra Care		100 units	100 units
Supported Living	70 units	50 units	30 units
Transitions Accommodation	6 units	6 units	6 units
Transforming Care / Complex	4 units	4 units	4 units
Dementia Unit		20 units	
Assessment Provision	10 units		

Adapted Housing

The 2011 Census reported that in Leicestershire there were: 267,434 households; 63,613 households (24% of the total) had one person in the household with a long-term health.

When joining the housing register applicants are able to self-assess against 3 criteria. The numbers self assessing are shown below

Self Assessment Category	
Requires single level accommodation	121
Requires single level accommodation and level access shower	124
Requires wheelchair accessible accommodation	14

⁷ <https://resources.leicestershire.gov.uk/adult-social-care-and-health/working-with-the-council/building-accommodation-to-meet-the-needs-of-people-in-leicestershire>

Currently the need for more suitable properties is met through either moving households to more appropriate accommodation, although the number of mobility friendly homes especially larger families are limited, or by carrying out adaptations to an existing property.

In the first quarter of 2020/21 the Council had already identified works in excess of the annual adaptations budget.

Traditionally the majority of adaptations work was carried out on smaller older persons accommodation however in recent years there has been a shift toward improvements to family housing.

Each year the Council provides around 5 ground floor extensions to create a ground floor living space for a resident with severe mobility issues. Despite the expense these rarely provide an ideal environment and still fall short of modern accessibility standards. Furthermore there is a shortage of family homes suitable for such adaptations.

Properties with level access showers, and 1200mm wide paths to allow wheelchair access/egress are particularly in demand and often not cost effective to adapt and internal layouts can make some properties, even bungalows unsuitable for wheelchair users.

In fill development would allow for accessible properties to be built close to amenities and community support.

Other supported accommodation

Foyers

In recent years there has been a reduction in supported accommodation schemes such as Foyers which are designed to meet the needs of younger people who need assistance with independence. Although the County Council has commissioned some provision for 16 and 17 year olds there is little specialist provision once people turn 18 despite anecdotal evidence of need.

Refuges

Refuges are another type of specialist provision which has seen their capacity reduced in recent years despite people fleeing domestic violence consistently appearing in the top 3 causes of homelessness. There was a real concern that the proposed changes to funding for short term supported accommodation would lead to even further erosion of such provision although the Government has recently withdrawn their proposals in this area.

Other groups

As a result of the “Everybody In,” response to Covid 19 the shortage of specialist accommodation for people with complex needs has risen up the agenda. Whilst there is insufficient need from North West Leicestershire alone to warrant specialist provision if a suitable opportunity arose there is likely to be sufficient demand for a sub-regional scheme although the success of any such provision is likely to depend upon revenue funding.

Gypsy and Traveller Accommodation

The Leicester City and Leicestershire Gypsy, Traveller and Travelling Showpeople Accommodation Assessment 2017⁸ identified the need for 36 transit caravan spaces (or managed equivalent) spread over 2-3 sites elsewhere in Leicestershire. Transit sites are normally delivered as affordable housing

⁸ <https://www.leicester.gov.uk/media/183586/gypsy-traveller-and-travelling-showpeople-accommodation-assessment-report.pdf>

often through HCA funding and managed by Local Authorities as subsidy is necessary for such schemes to be deliverable.

Rural Housing

For over 15 years NWLDC have been actively involved in the Leicestershire Rural Partnership whereby they have jointly funded a rural enabling service to help deliver rural affordable housing in the district.

To facilitate this a 5 year rolling survey of rural villages is carried out to ensure an up to date evidence base of need. This evidence base can then support planning applications for rural exception sites under policy H5 of the local plan.

The table below shows the survey results that identified a need in excess of 5 units. All of the North West villages are covered by 32 surveys which have currently identified a need for 116 rural homes in total.

Settlement(s)	Year of survey	Total Affordable Housing Need	Total Rented Need	Total Shared Ownership Need
Ashby Woulds Town Council (including Moira, Albert Village, Overseal)	2018	24	19	5
Donisthorpe	2018	11	7	4
Long Whatton	2016	10	4	6
Appleby Magna	2016	9	7	2
Belton	2016	7	5	2
Diseworth	2016	7	5	2
Swannington	2016	7	4	3
Oakthorpe	2018	6	4	2

Rural exception sites deliver affordable housing for people connected to the village. This means that it is important that future lettings are to eligible households both in terms of connection to the village and affordable housing need. As a result it is only appropriate to deliver exception site homes through a recognised provider of affordable housing to ensure that the conditions remain in perpetuity

Need for Affordable Home Ownership

The HEDNA identified the level of need for Affordable Home Ownership at 40 units per annum for the District.

As there is a degree of substitution between products this can be met in a number of ways. Most purchasers of Affordable Home Ownership products do have a degree of choice and could instead select Private Renting and so need is more closely aligned to demand than affordable rented homes.

Existing Home Owners Experiencing Difficulties

Whilst the majority of affordable home ownership products are targeted at first time buyers there have been a number of programmes particularly at times of market downturn, to support existing home owners falling into difficulty including flexible shared ownership models.

It is difficult to identify the demand/need for such schemes though as there are a number of variables that impact on whether such options are viable for both the occupier and housing provider.

How we will plug the gap

Delivery Against Identified Need

The table below shows delivery against the need identified in the HEDNA since 2011-12.

There has been a shortfall in rented units in every year with only 55% of the required need delivered over the 9 year period. By contrast 78% of the affordable Home Ownership need has been met and over the 5 year period 2013-14 to 2017-18 this need was met.

	Culm Rent	Culm AHO	Rent shortage	AHO shortage
2011-12	44	16	116	24
2012-13	104	47	216	33
2013-14	229	73	251	47
2014-15	306	113	334	47
2015-16	393	152	407	48
2016-17	489	196	471	44
2017-18	581	248	539	32
2018-19	685	261	595	59
2019-20	794	281	646	79

What We Will Do About The Gap

The table above illustrates the fact that whilst there is a shortfall in affordable housing across both rented and Affordable Home Ownership the level of delivery against need for rented units is significantly lower than Affordable Home Ownership.

It is also likely that the changes to NPPF requiring 10% of major developments to be Affordable Home Ownership will over time increase the proportion of units of this tenure delivered through planning gain. As a result a key priority for Council support will be increasing the delivery of rented accommodation.

It is unlikely that the Council has capacity to fully meet the current shortfall and so we will need to continue to act as a strategic enabler and work with partners to increase delivery of affordable housing across the district. Furthermore there will be opportunities to use our resources to both increase overall delivery but also ensure a better strategic fit.

Given the current focus on Affordable Home Ownership from Central Government through both planning policy and the Affordable Homes Programme administered by Homes England the Council is likely to play a more direct role in the delivery of affordable rented homes.

As strategic enabler

As a strategic housing enabler there are a number of actions that we can take to support an increased and improved delivery of more affordable housing. Whilst we will continue to identify opportunities to enhance our enabling role areas for prioritisation are discussed below.

Better use of 106s

As discussed previously, section 106 agreements are an effective mechanism for delivering traditional housing products through planning gain. Between 2000/01 and 2019/20 57% of new affordable housing in the district has been delivered in this way.

The rent reduction announced in July 2015 led to a significant reduction in demand for section 106 homes and as a result the cascade mechanisms within these agreements came under increased scrutiny. By standardising the approach to future cascades the Council can ensure that even where a site does not deliver the preferred policy compliant affordable housing mix the opportunity to respond to local needs is not compromised.

As the Council, as strategic housing authority negotiate the affordable housing provision within the section 106 agreement the onus on ensuring that the affordable housing scheme is attractive to prospective bidding rests with the Council. Whilst the Council has recently bid for a number of section 106 sites it is important that we act in an objective manner and ensure that negotiations are informed by both need and the likely demand from a range of potential bidders

Currently there is a clear preference from RPs for family housing with many expressing reservations about taking on sites with a significant number of one bedroom units. In terms of these smaller units there is a strong preference for designs that minimise the amount of communal space and as a result management issues and service charges.

Whilst we will do everything we can to ensure that there is a market for the affordable units on section 106 sites there may be circumstances where there is still interested RP. In such circumstances the Council's preference for a cascade are:

- Optimal Offer
- Gifted Units
- Commuted Sum
- Discounted Market Sale

Whilst this is indicative of the usual preferred hierarchy agreements will be drafted to allow the Council to vary these at their discretion to reflect individual circumstances.

An explanation for each is set out below

Optimal Offer

Section 106 agreements are usually negotiated as part of an outline planning permission and so a developer or land owner will often not have an RP in place at the time of signing. Furthermore assumptions will have been made about income to be received for the affordable housing at the time of securing the outline permission.

If at the time of delivery the developer cannot contract on a policy compliant affordable housing scheme, and viability issues can be demonstrated then the Council's preference is for an "optimal offer." In these circumstances the developer in discussion with potential purchasers should identify a mix that can be delivered through either reducing the overall level of affordable housing and/or

switching tenure of a proportion of units to improve overall viability. Preference will be given to schemes that maximise the delivery of rented units.

Gifted Units

There were a number of situations in the immediate aftermath of the rent reduction where developers were not able to secure providers who wished to take on the affordable housing. In a number of circumstances the Council agreed to a reduced number of units on the scheme which were then transferred to the council as affordable housing provision at no cost. Whilst the demand for section 106 units from RP's has increased again and there have been no recent approaches from developers unable to secure an RP, but gifted units are still an option that will ensure delivery of a proportion of rented units where a more advantageous optimal offer cannot be agreed.

Commuted sums

Commuted sums are payments made by developers in lieu of affordable housing delivery on site. Whilst the Council's priority will normally be for affordable housing to be delivered on site there will be situations where this is not possible.

When will a commuted sum be considered?

In some circumstances site viability will be such that no affordable housing can be provided. In this situation the commuted sum sought will be the maximum that an independent expert deems affordable.

There will also be situations where there is an affordable housing requirement but the development does not lend itself to on site delivery such as private retirement villages or build to rent schemes.

In these circumstances a robust approach to quantifying the expected payment will be required and the contribution should at the very least provide sufficient resource to develop sufficient homes to offset what should have been delivered on site.

Calculation of commuted sum

As mentioned above there will be situations where a commuted sum is provided because of viability issues with the site. In these circumstances the level of payment will be set by an independent surveyor.

As part of the preparatory work for the local plan the Council commissioned Cushman and Wakefield to test the viability of the plan. To do this they made assumptions on the level of discount that a developer would expect to provide for affordable housing developed on site. They concluded that for Social Rented units RPs would offer 35% of OMV, for Affordable Rent, 45% and for shared ownership 60%.

As 106 units are intended to be self funding from the resultant income stream we can therefore assume that an RP will require subsidy of 65% of OMV for social rented units, 55% for Affordable rent and 40% for shared ownership.

By making assumptions about a notional on site mix of affordable housing a figure can be calculated having regard to these levels of discount and the OMV of units on site. Where the development does not have appropriate unit types a 2 bed town house in the location of the site in question will be used as a proxy for valuation purposes.

Discounted Market Sale

The Council's preference for LCHO is as shared ownership because there can be flexibility in the share purchased and in most instances a social housing provider to act as custodian of the property, and future sales.

Furthermore there can be difficulties for homeowners securing mortgages on such products due to a lack of consistency in provision leading to a cautious approach from lenders. With no provider involved in the transaction, monitoring resales and ensuring such homes continue to meet an affordable housing need is also problematic. Whilst the Council will consider discounted market sale where no RP is forthcoming for the Affordable Home Ownership the Council will only accept Discounted Market Sale where there is no viable alternative.

To ensure that the property meets a genuine affordable housing need it is expected that the level of discount will be set having regard to both lower quartile incomes and lower quartile house prices in the locality of the site. Furthermore there should be no incentive for the developer to seek Discounted Market Sale over other tenures simply to inflate their capital receipt for the affordable housing unless they can demonstrate an issue of viability.

Other models of affordable housing

The council is committed to delivering affordable housing that is affordable in perpetuity and continues to meet housing need or allows the recycling of subsidy. This is most effectively achieved by developing products where an affordable housing provider has control over the allocation of properties.

When considering other tenures or models of provision the Council will ensure these are on comparative terms to affordable rented and shared ownership both in terms of affordability but also in terms of meeting an affordable housing need in perpetuity.

Financial support to Registered Providers

The Council has some capital funding available to support the delivery of affordable housing. This is often received in lieu of affordable housing delivered by private developers but may arise from other capital receipts.

This money can be used to support direct council delivery or other development partners working in the district.

Such monies can be used to pump prime sites so that they are suitably attractive for more substantial Homes England Funding or be used to bring forward schemes that would not meet Homes England strategic priorities.

There is a trade off then between lower levels of support used as leverage which will predominantly deliver more traditional housing products or significantly higher levels of support to bring forward more specialist units that would not meet vfm criteria for other funding.

The Council has taken a pro-active approach to supporting RP development in the district in the past and has provided financial support to a number of RPs to ensure development within North West Leicestershire.

The Council is making a capital contribution of £1.25m to EMH to ensure the delivery of the Extra Care scheme in Ashby and in recent years the Council has supported RPs to deliver 204 new homes at an average contribution of £8,815 per unit.

The Council will continue to offer financial support to registered providers and maintain ongoing dialogue with developing RPs to ensure they are aware of our strategic priorities whilst encouraging and supporting them to remain active in our district. Our priority will be to support schemes that meet needs which are not easily met through other routes.

Working with Homes England

As a strategic housing authority NWLDC are required to provide strategic support to RP bids when seeking Homes England funding.

The Housing Strategy team work closely with the developing associations active within the district to ensure that proposals that they bring forward compliment existing provision and meet the future demands as forecast.

Equally though we are realistic about the constraints within which they work and the need for proposals to meet the wider priorities of Homes England and so acknowledge that proposals may at times need to be best fit rather than perfect fit.

We encourage RPs to approach us at the earliest possible stage in working up development proposals to allow us the maximum opportunity to support the development and maximise the best fit.

Currently there are a number of providers developing proposals for larger affordable housing lead scheme in the North West area. We are having strategic discussions with Homes England to ensure they understand the opportunities and challenges larger scale development can present to allow better co-ordination of such schemes.

We will continue to work with all stakeholders to allow us to be more pro-active when dealing with such opportunities going forward.

Council Delivery

Site Identification

One of the biggest challenges facing the Council when progressing a development pipeline is the availability of land. The majority of Council direct development to date has been on infill development within HRA land holdings but such sites are often small and with constraints that are often the reason they remain undeveloped.

Of the 6 HRA sites developed to date 5 of them delivered just 13 units between them.

A number of potential sites are currently on hold due to a restriction on development within the catchment of the River Mease and significant activity on site finding within our ownership has lead to a significant number of sites discounted out of hand, and a small number of potential sites warranting further investigation but with limited capacity for development.

Whilst infill development will continue to have a role to play alongside estate and environmental improvements to increase the scale of delivery to meet the Council's aspirations, a pro-active programme of site acquisitions will be commenced.

This will allow us to direct our focus in areas of identified need and increase our scale of delivery which in turn should enhance value for money.

Delivery

The first phases of the Council's newbuild programme were delivered directly by the Council identifying sites and then procuring a development partner to build on our behalf.

The initial procurement has now expired and work is underway to procure a replacement. A range of options through framework arrangements are currently being explored.

We intend to procure a replacement contractor by the Autumn with the aim of securing a contract that allows flexibility as opportunities arise, whilst providing continuity to build up relationships over a number of phases of development.

At the same time we are also looking to develop capacity inhouse to begin construction with our own labour force.

The Council will begin a pilot programme as direct developer in the next phase of the newbuild programme with the ambition to take the lead in the majority of newbuild over time.

Partnership opportunities

The Council developed the Police Station site in Coalville in partnership with Countryside Developments. Countryside are a Homes England Investment Partner who had secured funding for the scheme. As they are not a landlord themselves, their developments are always done in partnership. The Council as the ultimate stock holder became the final recipient of the grant funding.

The Council will continue to explore partnering arrangements with other organisations that can bring added value to development alongside our direct development.

Furthermore the Council will explore the opportunities for partnership arrangements with existing housebuilders where opportunities to secure homes originally intended as market housing are advantageous to both parties.

Planning Gain

The Council has in the past taken receipt of gifted units where no RP was willing or able to make a viable offer for the scheme, and has more recently begun to make offers for some section 106 sites when approached by developers. Currently there are two sites where the Council is the preferred Registered Provider and is expected to become landlord.

Both of these sites were small and unattractive to other partners because of the diseconomies of scale in management. This will be less of an issue for the Council. It is important however that by joining the market for section 106 schemes the council doesn't simply inflate the value of such schemes pushing out existing partners.

Whilst section Right to Buy one for one money cannot usually be used to fund section 106 purchases as they are not delivering additional affordable housing, some local authorities have used the funding once there has been no offer made under normal circumstances and the units would otherwise be lost as affordable housing. Such an approach would increase the available resources to fund acquisitions although the pipeline of potential schemes will be dependent on the activity of other partners.

On all of the planning gain sites the Council has secured units, to date an agreement has been reached with the developer to deliver the entire affordable housing element as rented units. Now that the NPPF specifies a proportion of a site to be delivered as Affordable Home Ownership there will be a need to address this when negotiating for such sites in future.

Ad-Hoc Purchases

Whilst in recent years the majority of new affordable housing has been brought forward through new development there are opportunities to increase the affordable stock by changing the tenure of market homes.

To facilitate open market acquisitions delegation has been granted to the Head of Housing to bid on properties at auction within pre-defined parameters. To date bids have been placed on one property that had been subject to a financial appraisal but the level of offer was significantly below the successful bid.

Because of the wider benefits of bringing empty properties back into use a pilot project was undertaken to engage with property owners with a view to purchasing as housing stock. However no suitable property could be identified.

There may also be situations where we are approached by an existing owner occupier who has fallen into difficulty who is seeking a “mortgage rescue.” These will be appraised on a case by case basis.

Where a former tenant has exercised their right to buy and wishes to sell within the first ten years there is a right of first refusal for the Council. Each property is appraised when the Council is approached but as the majority are offered at full market value their impact on the HRA business plan is often negative.

Whilst ad-hoc purchases are unlikely to be a significant source of new supply to the Council such purchases do offer opportunities to address wider social issues, acquire stock in areas where no other opportunities may exist and can acquire homes in a much shorter timeframe than traditional development and so opportunities that are identified will continue to be assessed on their merits.

Other Strategic Considerations

Value for Money

The Council is committed to becoming more active in the development market. However it is important that when investing in new housing the Council can demonstrate value for money.

On 9th January 2019 a report was taken to Policy Development Group on the Value for Money of the newbuild programme. This concluded the programme has delivered environmental and regeneration benefits to the local estate / neighbourhood, as well as delivering a significant long term benefit to the HRA.

When appraising in house development opportunities the Council will assess value for money against alternative provision through other local partners. Where RP partners are better placed to deliver the Council will continue to support RPs through access to funding and land deemed surplus by the Council.

Design Standards

As an authority NWLDC place a high value on good design. Nowhere is high quality design more crucial than for affordable housing where use of space is of a premium and layout and the use of open space can impact on the viability of schemes because of the implications of service charges.

The Council has/will develop guidelines on affordable housing on section 106 sites to inform developers at initial design stage of what is likely to be acceptable to the council and secure interest from RPs.

Meeting Specialist Needs

The Council will work with the County Council to develop an evidence base for specialist affordable housing. Alongside this needs information we will work with a range of stakeholders to better understand the requirements of specialist housing so that we are able to robustly advocate such provision as part of wider developments.

Furthermore where identified specialist needs cannot be met through other funding routes the Council will prioritise these areas for direct intervention either within the development programme or through support to partners.

Rural Affordable Housing

The Council will continue to work collaboratively with local partners to ensure a rolling programme of housing needs surveys are carried out.

Summary of Actions

The strategy has identified a number of priority actions to support the Council's ambition to increase and improve affordable housing supply.

We will work with the County Council to understand the levels of need for specialist housing within the district.

We will develop a clear and transparent approach to section 106 agreements, in particular how we will deal with situations where a developer cannot provide a policy compliant on site affordable housing scheme.

The Council will continue to offer financial support to registered providers developing in the district. Our priority will be to support schemes that meet needs which are not easily met through other routes.

We will work with Homes England to develop a more pro-active approach to larger predominantly affordable housing developments within the District.

As a developer we will begin a programme of pro-active site acquisition to accelerate new home delivery.

We will procure a new development partner to support us with the next phase of our newbuild programme whilst growing our in house capacity to develop sites directly in the future.

We will pro-actively seek partnerships that can bring added value to our development aspirations

We will continue to appraise section 106 opportunities however we will only bid for properties where there is no viable bid from other registered providers.

We will consider the opportunities within our own programme to develop specialist accommodation that is not forthcoming through other programmes.

Appendix One – Low Cost Home Ownership Products

Shared Ownership

One of the most common is shared ownership whereby a would be homeowner purchases a proportion of a property from a registered provider either with savings or through a mortgage and then usually pays rent on the remaining share. Such arrangements will be at a lower overall cost than outright purchase.

Discounted Market Sale

Discounted Market Homes are properties that are sold outright but at a fixed discount from the open market value with a charge attached to the title that ensures future sales remain below market value and the property is only sold to others in housing need.

Starter Homes

Starter Homes as a specific product were first mooted towards the end of 2014 as a route to home ownership for those under 40. Subsequent detail was added to the scheme which would help first time buyers between 23 and 40 with a household income of £80,000 or less (£90,000 in London) buy new-build properties at a discount of at least 20%, for which the discounted price is less than £450,000 in London but £250,000 everywhere else in England.

Initially the intention was that starter homes would be provided in lieu of other affordable tenures on qualifying sites although as time has passed it appears that starter homes are more likely to be a tenure alongside others on new developments.

When it appeared that starter homes would replace almost all other new affordable housing there were concerns that a large proportion of the target market would be unable to afford a home under the scheme.⁹

⁹

https://england.shelter.org.uk/__data/assets/pdf_file/0011/1183790/Starter_Homes_FINAL_w_Appendix_v2.pdf

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Title of Report	SPORT AND LEISURE PROJECT ANNUAL REVIEW	
Presented by	Paul Sanders Head of Community Services	
Background Papers	None.	Public Report: Yes
Financial Implications	Attention is drawn to the proposed support package contained within Annex A of this report and the financial support being proposed to reopen the leisure centres in the Covid-19 situation.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	None identified.	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	Staff are directly employed by Everyone Active who have benefited during April to June inclusive from the government's Job Retention Scheme.	
	Signed off by the Acting Head of Paid Service: Yes	
Purpose of Report	To update members on the first year performance of the leisure partnership with Everyone Active and to highlight the implications caused by Covid-19	
Reason agenda item submitted to Scrutiny Committee	To update members on the first year performance of the leisure partnership with Everyone Active and to solicit feedback and comments on the report and recommended support package being considered by Cabinet on 23 July	
Recommendations	<p>That Community Scrutiny Committee notes and provides comments on the first year's performance of the leisure partnership with Everyone Active and the implications caused by Covid-19.</p> <p>That Community Scrutiny Committee give feedback and comments on the Cabinet report and recommended support package for Cabinet to consider at their meeting on 23 July.(Annex A: Highly Confidential)</p>	

1. BACKGROUND

- 1.1 The leisure partnership commenced on 1 May 2019 when Everyone Active were appointed as the council's partner to manage Hermitage and Hood Park Leisure Centres following a rigorous procurement exercise.
- 1.2 As part of the contract award, all leisure centre staff employed by the council were transferred across to Everyone Active.

- 1.3 The mobilisation period proved challenging for staff and customers due to changing processes, policies, and software.
- 1.4 As part of the partnership there has been considerable investment into Hood Park Leisure Centre and planning approval has been given for the construction of the new Coalville Leisure Centre with works due to start on site in July 2020.
- 1.5 Despite the challenges, there have been a large number of successful outcomes achieved in the first year of the contract due to the partnership.
- 1.6 Unfortunately due to Covid-19, the centres closed to the public in March. It is anticipated they will have a phased reopening of the majority of activities commencing hopefully in July.
- 1.7 The closure of the facilities due to Covid-19 has led to unprecedented and unanticipated financial pressures on the contract.
- 1.8 Members will receive a presentation by council and Everyone Active officers. Attached at **Annex B** is a copy of Everyone Active's Annual Services Report which gives more details on service provision during the first 10 months of the partnership.

2. FACILITY INVESTMENT

- 2.1 Over £1.2 million has been invested in Hood Park Leisure Centre.
- 2.2 The investment delivered the following improvements;
 - Conversion of the existing studio into a 66 station fitness suite
 - Conversion of the existing bar and meeting room into a 27 station studio
 - Conversion of the existing male and female wet side changing rooms into a village style change
 - Conversion of part of the outdoor/squash changing rooms into a spin studio
 - A reconfiguration of the reception area
 - Conversion of the existing dryside male changing rooms into male and female changing rooms
 - Creation of additional toilets in the reception area
 - A full redecoration of corridors and walkways
 - External enhancements
- 2.3 Following the improvements, the centre was due to be relaunched as Ashby Leisure Centre and Lido but this has been deferred until it is fully open again.

3. COALVILLE LEISURE CENTRE

- 3.1 Planning permission has been given for the new Coalville Leisure Centre.
- 3.2 All legal agreements are in place including the highways agreement with Leicestershire County Council which was signed in early July.
- 3.3 It is anticipated that work on site will commence on 20th July with a completion date in early 2022.

4. PARTICIPATION

- 4.1 Participation targets were established as part of the procurement process and were based on historical usage at Hermitage and Hood Park Leisure Centres. However, the mechanism for measuring them by Everyone Active differed to the council and therefore they aren't comparable. Consequently year 1 is now being used as a baseline for participation with targets being revised for year 2 and beyond.

4.2 Below is an overview of actual participation against targets;

Centre	Year 1 Actual (10 Months)	Year 1 Target (10 Months)	Difference
Hermitage	339,931	347,736	-7,805
Hood Park	386,051	439,134	-53,083
Totals	725,982	786,870	-60,888

4.3 Participation was affected by a significant reduction in usage in the outdoor pool at Hood Park over the summer due to significantly worse weather than in 2018/19, and a drop in swimming lesson pupils who were unhappy with the Everyone Active swim lesson scheme. On a positive note, there was an uplift in swimming lesson numbers in the first 2 months of 2020.

4.4 The table below gives an overview of targeted participation at both sites;

Targeted Group	May 2019 – Feb 2020 Target	May – Feb 2020 Actual	Difference
Under 5's	35,001	33,822	- 1,179
Age 5-10	152,964	143,811	- 9,153
Age 11-16	48,265	53,471	+ 5,206
Club Activ 8 Schools	38	40	+ 2
Club Activ8 Usage	10,500	11,312	+ 812
Over 60's	36,550	42,580	+ 6,030
Accessible Users	1190	1352	+ 162
Club Engagement	18	40	+ 22
Community Activities	30	56	+ 26
Events & Competitions	85	86	+ 1

4.5 Whilst the reduced participation of children aged 10 and under can be directly attributed to the swimming lessons, it is pleasing to see positive participation rates by other targeted groups. This can be attributed to the following;

- The appointment of an Everyone Active 'Active Communities Manager' as a dedicated resource to focus on the health and wellbeing of targeted groups
- Working with local schools to encourage the take up of junior gym sessions
- Closer working with schools to advocate the Club Activ8 scheme
- The introduction of additional Steady Steps falls prevention sessions to the fitness class programme
- The introduction of accessible user sessions delivered in partnership with Leicester City Football Club in the Community section
- Enhanced relationships with local sports clubs
- Community involvement with events and initiatives such as Work Live Leicestershire, Picnic In The Park, NWL Sports Awards, Woodstock in Whitwick, Santa Run and various health and wellbeing clinics
- The addition of white collar boxing as an event at Hood Park.

5. OUTCOMES

5.1 The appointment of the Active Communities Manager is integral to ensuring delivery of outcomes. Although employed by Everyone Active, a large proportion of their time is spent working as part of the NWL Health and Wellbeing team to ensure there is a joined up and synergised approach to delivering outcomes and supporting delivery of the NWL Health and Wellbeing Strategy and targeted groups within the Sport and Physical Activity Commissioning Plan. Everyone Active are a partner on both our Local Sports Alliance and

Staying Healthy Partnership. However, the impact of work being delivered by the partnership extends far beyond health outcomes;

5.2 Improving Health and Wellbeing and Reducing Health Inequalities

Examples of this include;

- Encouraging people to be more active by having 725,982 visits to the leisure centres within a 10 month period
- Direct delivery of elements of the Exercise Referral scheme therefore reducing levels of physical inactivity
- Supporting reductions in the level of obesity in children and young people by working in partnership with the LCC Children Family and Wellbeing Service (CFWS) and the School Sports Partnership
- Increasing levels of inactivity within deprived areas through supporting the CFWS within the Greenhill ward
- Increasing physical activity levels of people with disabilities through the introduction of the accessible user sessions
- By supporting the reduction of levels of physical inactivity and increasing physical activity levels generally, the leisure partnership is also impacting on the following health and wellbeing outcomes;
 - Reduced incidences of cardiovascular disease
 - Reduced levels of diabetes
 - Improved mental health
 - Reduced levels of high blood pressure
 - An increase in confidence and self-esteem

5.3 Providing Local Economic Benefit

Examples of this include;

- A commitment to offering a number of work placements within the leisure centres on an annual basis
- A commitment to ensuring the use of local supply chains as part of the building of the new Coalville Leisure Centre
- 15 sessions delivered as part of the current leisure centre programme by local facilitators
- The delivery of national events that draw audiences from wider afield than North West Leicestershire. It is anticipated the events programme delivered between May 2019 and February 2020 brought the following economic benefit to North West Leicestershire through participants using local taxi firms, hotels, pubs, and eateries;

Attendee Type	Number of Attendees	Local Spend Value Per Head (£)	Value (£)
Local	22,044	£16	352,704
Non Local	12,946	£35	453,110
Total	34,990	N/A	804,814

5.4 Supporting Safe and Inclusive Neighbourhoods

Examples of this include;

- The Box It programme which focused on 14 – 19 year olds from targeted areas, with a view to deterring them from antisocial behaviour
- Delivery of the accessibility sessions which has seen participation at these sessions increase by 400% since their commencement
- Through the NWL Health and Wellbeing team, a more co-ordinated and joined up approach with the NWL Safer and Stronger Communities team and the NWL Community Safety Partnership

5.5 Educating, protecting and providing opportunities for young people

Examples of this include;

- The on-site delivery of swim teacher courses
- The on-site delivery of RLSS National Pool Lifeguard qualifications
- The employment of 21 new staff who attended the afore-mentioned training opportunities, 13 of whom are aged under 19
- Partnering Work Live Leicestershire to create a hub in North West Leicestershire to help economically inactive young people overcome barriers to training, employment and wellbeing across rural Leicestershire
- A commitment to offering a number of work placements within the leisure centres on an annual basis
- A commitment to linking with schools and educational establishments on the building of the new Coalville Leisure Centre so it can be used as an educational opportunity

5.6 Providing high quality services

Examples of this include;

- £1.2m investment into Hood Park Leisure Centre
- The building of a new Coalville Leisure Centre to replace Hermitage Leisure Centre
- Both Hermitage and Hood Park Leisure Centres ranked as 'Very Good' in external Quest assessments

5.7 Sustainability and Environmental Improvements

Examples of this include;

- The development of an Environmental Action Plan for each site
- A reduction in the use of single use plastics through the removal of straws, overshoes, and plastic cups from sites
- A commitment to reduce utility consumption by 2% annually
- An increase in the amount of on-site recycling, leading to a reduction in waste
- The promotion of green and active travel for staff and customers, including the Everyone Active Travel Club which gives Everyone Active members discounts on Arriva buses.

6. COVID-19

- 6.1 On the back of Covid-19, the council took the decision to ask Everyone Active to close the leisure centres. This was in advance of the government announcement that all leisure facilities should close.
- 6.2 A support package for the initial period of closure was agreed with Everyone Active until the end of June.
- 6.3 During the closure period, despite the majority of Everyone Active staff being furloughed, the leisure centre buildings continued to be checked and maintained where appropriate.
- 6.4 A large majority of the Everyone Active staff that were furloughed volunteered their services to the council and supported the delivery of frontline services such as waste collections and the newly formed Community Hub.
- 6.5 Government have announced that leisure centres can reopen from 25 July. Preparations are under way to get as many facilities open as soon as possible, although there will be restrictions on the majority activities, with some still being unavailable.
- 6.6 Social distancing recommendations do mean that capacity levels will be reduced and there may be existing customers who won't return to the centres due to health concerns and others who won't feel confident entering leisure facilities. Consequently, it is anticipated that income levels will drop significantly.

- 6.7 When the centres do reopen, activities will be opened up to the public on a phased basis and the offer to customers will be significantly different in light of social distancing measures and in order to mitigate as much as possible against the negative financial impact. Examples of this are;
- It is unlikely some activities will be delivered, for example birthday parties
 - It is unlikely some activities will be delivered in the same way, for example after school and holiday activity programmes
 - Health and fitness activities will be relocated to sports halls in order to ensure social distancing can be maintained as if not, it is likely that most pieces of gym equipment will have to be taken out of operation and fitness class numbers would be significantly reduced
 - Pool programmes will be reviewed to ensure there is adequate time for swimming lessons for which numbers are likely to be reduced due to social distancing recommendations, and to ensure an adequate balance with casual swimming for which there is likely to be less demand in the short term
 - Enforced booking systems will be in place for the majority of activities
 - Social distancing, self-hygiene, and one way measures will be in place throughout key areas of the buildings.
- 6.8 In addition, key areas of expenditure are being reviewed, an example being staffing to ensure there are only enough personnel in the building to service the needs of the customers.
- 6.9 All measures will be constantly reviewed in partnership and will be adapted either to mitigate against the financial situation or in line with government guidelines.
- 6.10 Despite these measures, it is apparent that expenditure cannot be reduced to an extent whereby it will offset the reduced income levels. Consequently the bottom line of the service will be negatively affected.
- 6.11 Consideration is now being given to further ongoing support and a report is being taken to Cabinet on 23 July to recommend a support package until the end of September. The Cabinet report is attached **Annex A** as a confidential appendix to this report and officers would welcome feedback and comments so these can be considered by Cabinet at their meeting.
- 6.12 A further report will go to Cabinet in September 2020 to make further recommendations on a support package until the end of the financial year. This will be influenced by usage and income levels that are prevalent from the period of reopening until the end of September.
- 6.13 If an amicable support package cannot be agreed then there is the risk that the leisure partnership may fail. This would result in the council having to take back direct management of the leisure centres and the staff who would be TUPE transferred. The council would have to stand the financial impact of this both in terms of the transfer and then with regards to the ongoing management, or another procurement exercise to find an alternative leisure partner.

Annexes

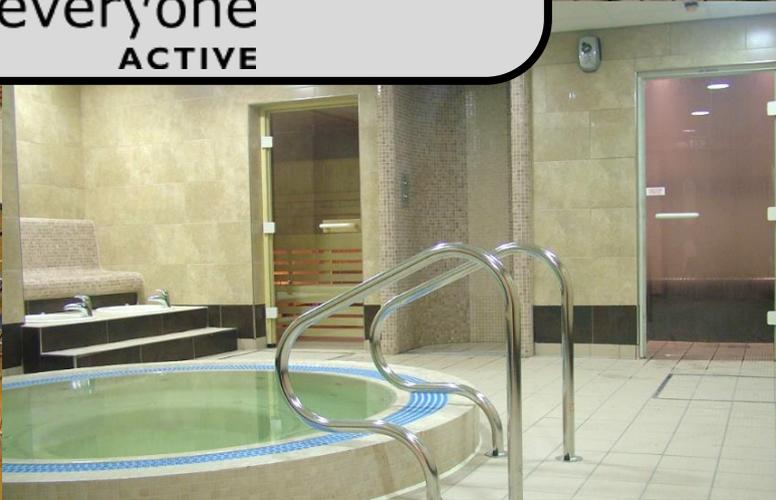
- Annex A** Cabinet Report on proposed support to Everyone Active
- Annex B** Everyone Active's Annual Services Report

Policies and other considerations, as appropriate	
Council Priorities:	<ul style="list-style-type: none"> - Supporting Coalville to be a more vibrant, family-friendly town - Support for businesses and helping people into local jobs - Our communities are safe, healthy and connected
Policy Considerations:	Supporting delivery of the NWL Health and Wellbeing Strategy
Safeguarding:	None
Equalities/Diversity:	None
Customer Impact:	Ensuring customers have access to high quality and affordable leisure facilities
Economic and Social Impact:	Financial implications to the council
Environment and Climate Change:	None
Consultation/Community Engagement:	None
Risks:	There is a risk that if a support package can't be agreed then the leisure partnership may fail in which case the council would have to take back direct management of the leisure centres and the staff
Officer Contact	Paul Sanders Head of Community Services paul.sanders@nwleicestershire.gov.uk

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**North West Leicestershire District Council Leisure
Leisure Service Partnership
Year 1 - May 2019 – April 2020
Hermitage and Hood Park Leisure Centres**



Contents	Page	
1. Scope of Report and definitions	3	
2. Services Specification Performance Requirement Reference	3	
3. Participation <ul style="list-style-type: none"> • 3.1 Swimming • 3.2 Gym and Group Exercise Classes (Other) • 3.3 Sports and Activities • 3.4 Events • 3.5 Overall Participation • 3.6 Partnerships Year 2 		4
4. Authority Priorities / Outcomes <ul style="list-style-type: none"> • 4.1 Improving health and wellbeing and reducing health inequalities • 4.2 Providing Local Economic Benefit • 4.3 Supporting Safe & Inclusive Neighborhoods • 4.4 Educating, protecting and providing opportunities for young people • 4.5 Providing high quality services • 4.6 Sustainability 		8
5. Programme and Events	12	
6. Physical Health & Community Framework <ul style="list-style-type: none"> • 6.1 Under 5's • 6.2 Age 5-10 • 6.3 Age 11-16 • 6.4 Club Activ8 Schools Participation & Usage • 6.5 Over 60's • 6.6 Accessible Users • 6.7 Club Engagement • 6.8 Community Activities • 6.9 Event & Competitions 		13
7. Customer Engagement <ul style="list-style-type: none"> • 7.1 Marketing • 7.2 Community Engagement 		16
8. Service <ul style="list-style-type: none"> • 8.1 Customer feedback, including satisfaction ratings and complaints • 8.2 Maintenance of Buildings, Plant and Equipment • 8.3 Equipment Inventory • 8.4 Cleaning • 8.5 Service improvement • 8.6 Service interruptions • 8.7 Free Activities and Community Contributions 		17
9. Quality Assurance <ul style="list-style-type: none"> • 9.1 Internal audits • 9.2 External audits & inspections • 9.3 Quest Accreditation 		21
10. Health & Safety <ul style="list-style-type: none"> • 10.1 Major incident reports • 10.2 Accident analysis • 10.3 Statutory inspections 		23
11. Environmental <ul style="list-style-type: none"> • 11.1 ISO14001 • 11.2 DEC • 11.3 Energy consumption 		24
12. Financial <ul style="list-style-type: none"> • 12.1 Operational Income and Expenditure 		26
13. Annual Reporting Schedule		26

1. Scope of Report and definitions

The Annual Services Report collates two main report functions in one concise document. These areas are as follows:

- A summary of Monthly Performance Requirements
- An analysis of the Annual Performance Requirements

This Annual Services Report also meets the reporting need of the Authority's Outcomes strategic Objective 1 – Improve the Health and Wellbeing of Residents, as detailed in 1.5 of the Services Specification. In addition to this it contributes to the ethos of other objectives, such as providing local economic benefit, supporting safe and inclusive neighborhoods, providing opportunities for young people, providing high quality services and being environmentally aware and proactive.

The Annual Reporting Schedule is shown in **Appendix 1**.

The Performance Monitoring Report is a document submitted on a monthly basis detailing the performance using the headings identified in the Monthly Performance Requirements, including the measurement of performance and any failures to meet the performance standards as set out in the Services Specification.

2. Services Specification Performance Requirement Reference

The table below references the Services Specification performance requirement.

Services Specification Performance Requirements	Services Specification Performance Reporting	Services Specification	Annual Services Report Reference
Programme of Use	Part 1C & D – Availability	1.22.11 & 1.22.31	Programme and Events
Equipment	Part 1D – Availability	1.24	Service
Maintenance of Building Plant Equipment	Part 1C - Monthly	1.16	Service
Cleaning	Part 1C – Monthly	1,11	Service
Environment Management	Part 1C – Monthly	1.12	Environment
Customer Complaints and Feedback	Part 1C – Monthly	1.13	Service
Sport & Physical Activity Development Plan	Part 1C – Monthly	1.19a	Sports Development & Reducing Health inequalities
Annual Marketing Plan	Part 1C – Monthly	1.19.17	Customer
Major Incident Reporting	Part 1C – Monthly	1.19.c	Health and Safety
Lighting Report	Part 1D- Annual	1.31	Health and Safety
Fire Certificate	Part 1D – Annual	1.23.7	Health and Safety
Electrical Certificates	Part 1C – Annual	1.16.7	Health and Safety
Operational Expenditure and Income	Part 1C – Monthly	1.19.63	Financial
Performance Monitoring Report	Part 1C – Monthly	1.19.63	Scope of Report
Annual Services Report	Part 1C – Annual	1.19.65	Scope of Report
Annual Outcomes Report	Part 1B – Annual	1.5	Authority Priorities / Outcomes
Quest Accreditation	Part 1D – Annual	1.6	Quality Assurance
Participation Targets	Part 1D – Monthly	1.7	Participation

3. Participation

The period May 2020 – April 2021 represented the first year of the councils partnership with Everyone Active, following the decision to outsource its leisure centre service.



The year commenced with the almost inevitable issues and challenges associated with the migration from one long standing operating model to a new one, and ended with both centres being closed for the final six weeks of the partnership year due to the Covid-19 pandemic.

In between a significant £1.2 million redevelopment of Hood Park Leisure Centre understandably impacted on participation in both a negative and positive way. The cancelling or re-locating activities during the redevelopment had a detrimental impact on usage levels, whilst the subsequent implementation of new and improved facilities along with a revised programme, had a positive impact.

As has been highlighted within monthly client /partnership or meetings, whilst Everyone Active (and NWLDC prior to that) use the MRM management system, the recording of visits and data were/are not measured in the same way. This means that direct participation comparison for Year 1 of the partnership against those previously reported on by the council, is not possible, with the agreed analogy being the ‘comparing of apples with pears’.

For Year 1 of the partnership, participation within monthly Performance Monitoring Review (PMR) reports has been split into five subsections;- Activity, Gym, Sports, Swim, Other and Events, with the sum total of participation then recorded separately. This figure has then been measured against Everyone Active’s desired ‘overall’ target participation figure for year one of the partnership, given that breakdown figures for the five subsections were not provided within the tender submission.

At the end of February 2020 (Month 10), participation stood at 725,962 against a desired target of 786,870 (92%). The site by site breakdown being as follows;-

Centre	Year 1 Actual (10 Months)	Year 1 Target (10 Months)	Difference
Hermitage	339,931	347,736	-7,805
Hood Park	386,051	439,134	-53,083
Totals	725,982	786,870	-60,888

Below is a summary of usage within the main participation categories for the period May 2019 – February 2020, prior to the Covid-19 outbreak; however please see the ‘Overall Participation’ table on page 6 for a more detailed breakdown.

3.1 Swimming

Participation for Swimming and Swimming Lessons combined was **275,756** over the first 10 months of the partnership, which was viewed as disappointing. It reflected an apparent drop in swim lesson pupils from those previously seen under the councils NWL Swim Academy, with some parents initially unhappy with the format of the Everyone Active swim lesson scheme and taking advantage of the fact that there are four alternative providers within a five mile radius of the centres.



On a positive note a clear uplift was seen in the first two months of 2020, which included the return of a number of pupils that had left the scheme. One of the factors within this increase was the opening of the new swim changing village at Hood Park, and by the end of February 2020 there were 2,565 pupils on the scheme, with 1,364 based at Hermitage and 1,201 at Hood Park.

Whilst public swim usage levels at Hermitage appeared to be up on those previously witnessed under the council, usage at Hood Park was down on the previous year. This was almost entirely down to the impact of poor weather on outdoor pool opening hours and usage, compared to the heat wave experienced the previous year, which saw all historical NWLDC usage and income records broken.

3.2 Gym and Group Exercise Classes (Other)

Participation in the gym and exercise classes at across both sites was 266,310 over the 10 month period May 2019 – Feb 2020. Whilst levels were on par with expectations at Hermitage, the slightly delayed opening of the new facilities at Hood Park had a detrimental impact.

On a positive note the implementation of a significantly enhanced fitness gym offer, allied to a new studio and spin studio, including the introduction of virtual classes to support instructor led ones, saw membership levels at Hood Park rise in each of the final four months prior to the Covid-19 outbreak.

February 2020 saw 162 membership joins, representing the highest number under Everyone Active. At the end of the month there were 2,415 members, with 1,308 based at Hermitage and 1,107 based at Hood Park.



3.3 Sports and Activities

Sports and Activities showed a combined usage of 148,906 across the two centres for the period May 2019 – February 2020. Whilst comparative usage against that seen under NWLDC is not possible, it was felt that this was on par with that seen the previous year.



Everyone Active's operational guidelines and programme model in relation to holiday activities and children's parties resulted in a decline within this area of delivery; however this was offset through an increased after school activity programme and increased levels of participation through the Club Activ8 scheme

3.4 Events



The centres have a long and proud tradition of hosting a diverse programme of events, ranging from local to international ones, such as the Armageddon Darts tournament and Larpcn.

Event participation for the ten month period to February 2020 was 34,990 across the two centres which was felt to be on par with that delivered within the final year of operation under NWLDC.

Unfortunately closure due to the Covid-19 pandemic led to the cancellation of a sellout national boxing event featuring a British title bout, and the 2020 Armageddon Darts event. The latter was due to feature former World Champions Rob Cross and Bobby George and current world ranked number six, Daryl Gurney.

The significant level of local economic benefit associated with our events programme is captured within Section 4 of the report.

3.5 Overall Participation

Participation for the period May 2019 – February 2020 was 725,982, broken down as follows:-

	May-19	Jun 19	Jul 19	Aug-19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Total
Activity	1,718	1,971	2,246	2,403	1,955	2,118	2,068	1,672	2,155	2,383	20,689
Gym	16,904	15,828	14,165	13,508	14,230	15,631	15,239	11,602	18,425	17,324	152,856
Sports	8,165	9,682	8,358	8,581	12,718	16,425	17,075	13,538	16,032	17,643	128,217
Swim	28,915	30,747	33,800	31,618	27,362	25,710	25,486	17,037	26,010	29,071	275,756
Other	12,592	12,337	12,482	9,795	12,138	12,678	12,228	7,696	10,271	11,237	113,454
Events	8,300	1,500	1,360	2,170	4,900	3,890	6,560	1,270	2,140	2,900	34,990
Total	76,594	72,065	72,411	68,075	73,303	76,452	78,656	52,815	75,033	80,558	725,982

3.6 Next Year - Partnership Year2

On the back of the major redevelopment of Hood Park Leisure Centre and the imbedding and establishing of an Everyone Active programme and operating model within the centres, increased levels of participation were very much the expectation for what was seen as the first year of maturity.



Unfortunately the Covid-19 pandemic has led to the closure of the centres for the first two months of the year. At the time of writing it is almost certain that once they do re-open centre programmes will be significantly reduced, with social distancing measures in place for activities that are allowed re-commence.

As a result of this participation levels will be far removed from those seen in Year 1 and will most likely only return to current levels once programmes are back to full capacity and the public feel confident in returning to leisure centre environments.



On a more optimistic note, the commencement of the new Coalville Leisure Centre remains on track to commence in Year 2, whilst the name migration of Hood Park Leisure Centre to Ashby Leisure Centre & Lido will take place when it is safe to deliver a diverse and well attended launch event. It is hoped that the name change will increase both awareness of the centre and the fact that it also houses one of the few lido's within the Midlands.

4. Authority Priorities / Outcomes

The outcomes achieved and highlighted in this Annual Services Report, contribute to the ethos and achievement of the strategic objectives highlighted by the Council as detailed in the Authority Outcomes section – 1.5 of the Services Specification. This report demonstrates that through working in partnership with the Council, the investment and delivery of high quality activities is making a significant and valuable contribution to the community, as well achieving the authority's corporate goals.



Improving the Health and Wellbeing of residents is obviously the main function, goal and achievement for the leisure services provision. Much of this can be measured by quantitative statistics as highlighted by the participation statistics in this report; however, the outcomes achieved also contribute to other Authority Priority objectives, which are more qualitative:

4.1: Improving health and wellbeing and reducing health inequalities

In essence every activity based visit to the centres (or to our satellite programmes) contributes to improving the health and wellbeing of local residents, with usage data relating to those activities provided elsewhere within the report totaling 725,982 visits within a 10 month period.

Within that, a number of the programmes and activities that we offer either in a stand-alone capacity or delivered in conjunction with the council, contribute towards the addressing of health related inequalities such as age, financial resource and accessibility to facilities etc.



A prime example of this continues to be demonstrated within the districts Greenhill ward, where Everyone Active work in partnership with the Children & Family Wellbeing Services (CFWS). Our Active Communities Manager attends and contributes to meetings with the Family Wellbeing Team, which consists of team leaders and support workers etc. He provides information on programmes, schemes and initiatives, such as the leisure link scheme, disability sessions, Club Activ8 scheme and 'Box it' initiative.

Additionally we have attended and supported a number of functions within the ward, which have been delivered for the participants of the service. This has included providing staff members for sessions such as the Christmas dance and craft and art and play days, with the core focus being interaction with parents, children and their families.

Before the impact of Covid-19, we were in a talks with the CFWS with a view to partnering them in the management and delivery of their summer activity programme.

In mid-January 2020 the council entered into a SLA with Everyone Active to deliver an element of the Exercise Referral scheme. Encouragingly, in the short period between then and the centres closing in March, five of the clients that worked with us chose to take out memberships on the back of the outcomes that they achieved by the end of their respective programmes.



4.2: Providing Local Economic Benefit

Everyone Active were actively championed for their work within this area within the recent Hermitage Leisure Centre QUEST assessment, through the hosting and promotion of a large and diverse external partner delivered activity programme, employment opportunities provided to local residents, the impact of a nationally recognised event programme and the use of local suppliers and service providers.

Within our activity programme, fifteen sessions are delivered externally by local facilitators based within the district, such as Adventure Mania, B-Buddies Cycling and Brazilian Soccer Tots. In addition to that since taking over the management of the centres, we have employed a total 21 new locally based staff, at the same time as enhancing the roles, hours and salaries of a number of existing locally based staff.



Event industry information indicates that locally based residents will spend an average of £16 per head within the local economy at an event, with that figure increasing to £35 for non-locally based attendees. These figures include items such as food and beverages, petrol, taxi's and accommodation either hired or purchased within the local area.

Although it is impossible to provide fully accurate figures in terms of the breakdown between local and non-locally based attendees to all of our events, due to them being delivered by external partners, we were able to arrive at a 63% (local resident) / 37% (non-local resident) split of our 34,990 event attendees, on the back of securing information from each of these partners.

Based on these figures, the event programme within our centres over the 10 month period to February 2020 positively impacted the local economy to the value of **£804,814**, this made up as follows;-

Attendee Type	Number of Attendees	Local Spend Value Per Head (£)	Value (£)
Local	22,044	£16	352,704
Non Local	12,946	£35	453,110
Total	34,990	N/A	804,814

4.3 Supporting Safe and Inclusive Neighborhoods

Everyone Active work alongside NWLDC's Health & Wellbeing team in the delivery of programmes aimed at supporting safe and inclusive neighborhoods.

A successful year one example of this has been to 'Box It' programme which has focused on 14 – 19 year olds from targeted areas, with a view to deterring them from antisocial behavior. The programme has been delivered at a minimal charge to attendees in order to encourage participation levels, and on the back of initial success Everyone Active will look to manage its delivery going forwards.



In addition to this we facilitated a new inclusive disability session at Hermitage Leisure Centre in October 2019 in partnership with Leicester City Football Club, which has seen a steady increase in average participation from 3 to 12 persons.

As part of our work in this area of our delivery, we work closely with the Community Safety Partnership, Joint Action Group, Disability & Access Group, NWLDC and the County Council to look at potential opportunities to facilitate further inclusive provision.

4.4 Educating, protecting and providing opportunities for young people

Both of our centres operate as course venues for Swim England in the delivery qualifications such as Swimming Teacher Level 1 & 2. In addition to that we also host National Pool Lifeguard qualifications (NPLQ) facilitated by the Royal Life Saving Society (RLSS). Aligned to that we actively encourage newly qualified staff based within the district to join our team as and when opportunities present themselves, under the company ethos of ‘organic growth’ As a result of this we have employed 21 new staff within the first year of the partnership, 13 of whom sit within the Under 19 age bracket.

In tandem with this we have partnered Work Live Leicestershire (WLL) in their aim to help economically inactive people overcome barriers to training, employment and wellbeing across rural Leicestershire. Due to the success of the initial success of the scheme within NWL it has now become one of their ‘hubs’,



In terms of new and existing staff, Everyone Active’s comprehensive Absorb Staff Training Programme has allowed members of the team to not only develop existing skills, but learn new ones that have subsequently led to them securing new or enhanced roles within the company, thereby developing the workforce as a collective.

4.5 Providing high quality services



Everyone Active and NWLDC look to provide affordable services through a combination of industry, regional and local benchmarking. This has been made easier through Everyone Active managing the majority of council owned leisure facilities within Leicestershire.

Allied to, and key to this, is the role that external benchmarking and strong levels of customer satisfaction play within the measuring of high quality service, with Everyone Active able to demonstrate both robust and frequent monitoring and positive outcomes.

In terms of external benchmarking, Everyone Active are current holders of a number of national industry related awards such as Swim England's 'Operator of the Year', whilst at more localised level the positive QUEST assessments seen at both sites point to high quality service provision.

Customer satisfaction and feedback is measured through a number of platforms, which include the following;-

- Single Customer View (SCV) customer feedback portal.
- Social Media accounts
- School service questionnaires
- Bespoke surveys for Swim Lessons, Parties, Holiday Camps, After School Sports Clubs, Adult Activities, Health Programs and Sport Courses
- Swim Passport portal.



As detailed elsewhere within the report, Everyone Active were committed to undertaking a similar annual customer survey to the once previously delivered by NWLDC for a number of years in April 2020; however the closure of facilities due to Covid-19 prevented this.

4.6 Sustainability and Environmental Improvements



We contribute to the green agenda by committing to nationally recognised best practice programmes such as Environmental ISO14001 management standards. This includes implementing proactive Environmental Action Plans focused on reducing energy and water consumption, as well as promoting green travel to staff and customers, and encouraging increased waste re-cycling.

The actions plans for both sites were well received by the council, whilst they QUEST assessor that undertook the January 2020 Hermitage assessment advised them to be the "best that he could remember seeing". Praise indeed coming from one of the schemes more experienced assessors.

5. Programmes and Events

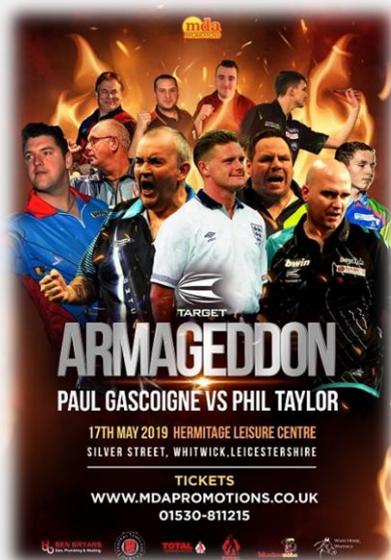
Under NWLDC the centres enjoyed a strong reputation for the diversity and scope of both its activity and event programmes. Under Everyone Active this continued through the addition of a number of new activity sessions, and the retention of a portfolio of major events in the face of increased competition from other event venues.

New activities added to the existing programme since May 2019 included the below, with the majority directly linked to either an exit route or improved competency:-

- Ashby Rugby Club – Junior feeder sessions
- Brazilian Soccer School
- Ashby Tennis Club – Tots sessions
- Adventure Mania – Large scale multi inflatable experience
- Cycle Buddies – Introduction to safe cycling
- Coalville Rugby Club – Introduction to rugby

A programme of 38 events included the following:-

- Megaslams Wrestling
- Larpcn – International Live action role play festival
- Guidhall Antique Fayres
- NWL Sports Awards
- St Georges Day Parade
- Armageddon Darts
- British Dance Council National
- Elections
- Various national dog shows
- Motiv8 White Collar Boxing
- Jersey Boys
- Woodstock In Whitwick
- Collaborative Schools Dance



6. Physical Activity, Health & Community Framework

A Physical Activity, Health & Community (PAHC) framework document was presented to NWLDC at the commencement of the partnership through the regional support team. This was subsequently followed up in October 2019 with a more bespoke version produced in collaboration with the councils Health & Wellbeing team. The document was highlighted as an area of strength within the January 2020 Hermitage Leisure Centre full QUEST assessment.

Due to the dynamics and nature of the Authority Outcomes within the NWL Partnership, a collective decision was taken in February 2020 to incorporate the PAHC into a singular document encompassing all of the authority outcomes (except the final one relating to Sustainability & Environmental Improvements) for the second year of the partnership.

Aligned to this area of delivery, the monthly Performance Monitoring Reviews (PMR's) capture agreed targeted groups.

Table: Targeted Groups

Targeted Group	May 2019 – Feb 2020 Target	May – Feb 2020 Actual	Difference
Under 5's	35,001	33,822	- 1,179
Age 5-10	152,964	143,811	- 9,153
Age 11-16	48,265	53,471	+ 5,206
Club Activ 8 Schools	38	40	+ 2
Club Activ8 Usage	10,500	11,312	+ 812
Over 60's	36,550	42,580	+ 6,030
Accessible Users	1190	1352	+ 162
Club Engagement	18	40	+ 22
Community Activities	30	56	+ 26
Events & Competitions	85	86	+ 1

6.1 Under 5's

The initial impact of reduced swim lesson numbers and children's party attendances seen on the back of the migration across to Everyone Active's operating model, allied to a downturn in year on year outdoor pool usage resulted in a 97% achievement of target.

The collective impact of these on the overall target was all but offset through the implementation of a number of new younger age dry based activity sessions.



6.2 Age 5-10

Total usage achieved 94% of target, which was entirely attributable to reduced swim lesson numbers, reduced general swimming as a result of the poor outdoor pool season and a fall in school swim usage.

On the positive side individual targets within both Everyone Active instructor led and externally delivered dry based activities surpassed target, along with those taking part in event based activities such as dance competitions.



6.3 Age 11-16



Total usage within this age group achieved 111% against target. Despite pool related usage falling short of target, the success of a number of new dry based activity sessions allied to the introduction of an extended 'Junior Gym' outweighed this.

On the back of some excellent awareness and promotional work within local schools, we recorded 11,205 Junior Gym sessions visits, directly contributing to the local agenda to imbed the importance of health related activity at an early age.

6.4 Club Activ8 Schools & Usage

Total Club Activ8 usage achieved 108% against target, whilst an additional three schools were signed up to the scheme taking the total number to 40, the highest since the scheme was implemented in 2005.

The key to achieving these outcomes has been increased staffing resource, a fresh approach to scheme promotion and improved systems of communication.



Previously under NWLDC a resource of 12.5 hours per week was dedicated to the scheme; however Everyone Active extended the existing role holders remit and in doing so created a full time role, changing their job title to that of Active Communities Manager.

The combination of both time and an extended remit that linked directly to the CA8 scheme, meant that the Active Communities Manager was far better equipped to engage with schools both on and off the scheme, through presentations, assemblies, parent evenings, school fayres and bespoke class based sessions.

A re-vamp of the scheme in terms of the way in which it is promoted and communicated saw the introduction of Everyone Active CA8 cards, implementation of dedicated information boards within the centres and improved periodic e-coms.

The collective impact of these developments has resonated well with schools, parents and pupils, resulting in increased levels of usage and more schools on scheme. The Active Communities Manager firmly believes that pupil participation levels will only increase, and that more importantly the % level of non-users will reduce.

6.5 Over 60's

Total Over 60's participation achieved 116% against target on the back of the introduction of two new 'Steady Steps' sessions at Hood Park Leisure Centre and two successful promotional campaigns based around the social, as opposed to health benefits associated with group participation.



The continued development of the hugely successful Bridge sessions at Hood Park Leisure Centre also contributed to success in this participation area, with session times enhanced and session content improved to include tuition aimed at attracting new attendees and enhancing the skills of established ones.

6.6 Accessible Users



Accessible user participation achieved 114% against target, which was achieved on the back of introducing an inclusive user session delivered in partnership with Leicester City FC's 'Football in the Community' section.

Despite drops seen in pool related usage elsewhere, dedicated accessible user sessions at both centres appeared to maintain former levels of usage on the back increased promotion and awareness.

6.7 Club Engagement

Club engagement sessions achieved 222% against target, with this success attributable to a combination of new and enhanced club bookings, and the Active Communities Coordinator having more time to engage with local clubs. Some excellent work has been done within this area of our delivery, with user group committees set up at each site, and user group representation included with the steering groups now in situ at each centre. This collaborative working approach can only bode well going forwards, in terms of clubs feeling that they have a true stake hold and voice within our facilities.



6.8 Community Activities



Representation and integral involvement within community activities achieved 187% against target on the back of Everyone Active's clear commitment to invest time resource, support and sponsorship into the community.

A number of examples of this commitment were seen over the ten month period, including our work with Work Live Leicestershire, Coalville In The Park, NWL Sports Awards, Woodstock in Whitwick, Santa Run and various health and wellbeing clinics.

Up to the point of the centres closing, Everyone Active were in discussions with the race committee of the nationally acclaimed Ashby 10K with a view to becoming a formal partner to the event in 2021.

6.9 Events & Competitions

Event and competition bookings achieved 101% against target on the back of retaining much of the existing portfolio of hires, despite face of stiff competition from other venues. In addition to that we added to our existing programme of amateur white collar boxing events at Hood Park leisure centre.

Bookings for competitions such as school swim gala's and secondary school end of term of games were retained.



7. Customer Engagement

7.1 Marketing

The objective of the marketing plan is twofold in terms of its overall principal. Firstly it aims to communicate with our existing and new members using the 'Activity Ladder' model to encourage the inactive to become active and the already active to be multi active. Secondly it aims to support both the council and our other partners (i.e. event promoters) in the delivery of either joint initiatives or those that we host.



The marketing plan is split into two parts: the corporate marketing strategy and the local marketing calendar. The corporate strategy provides direction and a robust reporting structure that is used analytically, informing us of future direction. The marketing calendar outlines the campaigns we use throughout the year. These campaigns have a strong corporate message, but with local variations to suit the market in each area. This year the campaign schedule comprised of:

- 6 fitness related campaigns
- 8 swimming lesson campaigns
- 18 sport, club and activity campaigns
- 4 retail campaigns

In addition to this the plan supported numerous programme, event and campaign related promotions throughout the year, for example:

- Exercise referral and health intervention schemes
- Club Activ 8 scheme
- Environmental awareness and green transport campaigns
- International, national, regional and local events
- Anthony Nolan and Macmillan campaigns
- Local community initiatives i.e. Woodstock in Whitwick
- National days such as Valentine's Day.

7.2 Community Engagement



We monitor participation habits so that we can tailor our engagement with the community according to their own personal circumstances, giving them bespoke messages relevant to the activity they personally undertake. We do this by asking our customers to use an Everyone Active card (issued free).

As of the end of February 2020, there were **87,149** card holders in the community. Although the number of EA card holders equates to **88%** of the Local Authority population, we have to consider that a proportion of these will be from residents outside the District boundary; however, the increase in the total number of card holders is a very good barometer of how affective our communication and engagement strategy has been and is a good indicator of the increased penetration of the local market.

8. Service

8.1 Customer Feedback

Customer feedback is sought through a variety of methods including website, direct mail, social media, verbal comments, forums and through our customer interaction system – single customer view. Our customer charter is displayed in each centre with a summary of customer feedback in a “You Say We Did” style presented on a bi-monthly basis.



Customer Satisfaction



Under NWLDC an annual ‘Customer Satisfaction Survey’ was undertaken on a yearly basis. The survey consisted of 16 questions which covered all areas of centre operation and delivery, with the same questions posed each year in order to provide direct year on year comparison.

It was our intention to deliver the same survey during April 2020 to coincide with the end of the first year of the partnership, with a view to securing a steer from customers with regards to the operational changes implemented under Everyone Active. Unfortunately the closure of the centres in March 2020 due to the Covid-19 pandemic prevented the survey from going ahead.

Compliments

Both centres received a high level of compliments over the course of the first partnership year, with these captured on a month by month basis within the Performance Monitoring Review (PMR) reports. Common themes reported included;-

- Staff customer service standards and knowledge
- Staff instruction and advice i.e. health interventions, swim lessons, coached sessions, activities.
- Event management diligence, professionalism and support.
- The implementation of new or improved facilities
- Schools engagement through the CA8 scheme
- The introduction of new activities and programmes



The receipt of this feedback was very pleasing, endorsing our continued belief that service is all about people and that our colleagues are our greatest asset.

Complaints

Customer complaints are recorded and analysed against participation levels. The actual number of complaints received for the first partnership year up until closure was **512** from than **725,982** visits. This represented an average of **7.05** complaints per **10,000** visits. All complaints were responded to.

Table: % of customer complaints per 10,000 visits

Information Item	Hermitage	Hood Park	Total
Attendance	339,931	386,057	725,982
Number of Complaints	244	268	512
Complaints per 10,000 Visits	244/33.99 = 7.18	268/38.61 = 6.94	512/72.60 = 7.05
Complaints Responded To	100%	100%	100%

We analyse complaints for common themes and use these as areas for improvement as soon as possible. As with ‘compliments’, these are reported to the council through the monthly Performance Monitoring Reviews (PMR) reporting framework.

Common themes experienced within the first year of the partnership up until closure were understandable, given the migration from an established operational model and programme to a new one under Everyone Active, as well as a major refurbishment at Hood Park Leisure Centre and the associated upheaval and operating challenges that came with that. In addition to that the understandable limited investment into an increasingly ageing Hermitage Leisure Centre due to the imminent commencement of the Coalville Leisure Centre, was reflected within customer feedback. Common themes reported included;-

- Changes to the swim lesson programme.
- Transfer of customer records from NWLDC to Everyone Active
- Changes to the holiday activity programme
- Changes to the catering offer (cafeteria and bar)
- Locker issues @ Hermitage LC
- Superficial cleaning issues.
- Removal of classes from the fitness class programme.



8.2 Maintenance of Buildings, Plant and Equipment

We have maintained our registration under Health & Safety OHSAS 18001 management standards, thus demonstrating our commitment to best practice and compliance. This informs the strategy and direction of how we manage maintenance of the buildings, plant and equipment.

The management of maintenance, is split into proactive and reactive. The Planned Preventative Maintenance (PPM) schedule provides a programme of servicing and maintenance to ensure plant and equipment realise their economic life. The PPM schedule incorporates the relevant statutory inspections required to be compliant with all relevant legislation (see Health & Safety section for more information on statutory inspections). These reports have been submitted to the Council as part of the annual reporting process.

The reactive schedule provides a structured approach for dealing with breakdown and repairs to ensure the buildings and services are maintained to a high standard. On a monthly basis we submit a reactive maintenance log indicating the number tasks raised and completed in the month. This indicates the volume of tasks being generated and completed on a monthly basis. The variety of these jobs is huge, varying from putting up a notice board, replacing a lamp, fixing a toilet, fixing a lane rope, replacing an air filter to larger jobs such as repairing a dosing line or arranging for a pump repair.

Table: Number of reactive maintenance tasks completed

Site	May 2019 – July 2019	Aug 2019 – Oct 2019	Nov 2019 – Jan 2020	February 2020 – April 2020	Total
Hermitage	71	83	94	67	315
Hood Park	89	68	73	58	288
Total	160	151	167	125	603

8.3 Equipment

Equipment is maintained to be safe, fit for purpose and able to meet the programming requirements. The inventory is updated on a regular basis to reflect any changes. These reports have been submitted to the Council as part of the annual reporting process.



8.4 Cleaning

Cleaning tasks are split into routine/planned and reactive. Cleaning and housekeeping standards are clearly set out in operational audit books as well as in dedicated cleaning schedules which dictate the frequency of the tasks - daily, weekly, monthly, quarterly, annual - as well as what times of the day they should be complete by whom.



Regular 'deep cleaning' of key areas are a fundamental part of this regime. Specialist cleaning tasks such as external window cleaning is contracted to third parties and scheduled as part of the cleaning regime.

Monitoring and auditing is carried out vigorously to ensure compliance of the required standards. Auditing is carried out by a number of different people and organisations:

Internal audits: 6 monthly audits by the Regional Health, Safety and Quality Manager, Weekly inspections by the Area and Partnership Manager, Daily and weekly audits by the General Manager and Department Managers, Daily audits by the Duty Managers.

External audits: Monthly by the Council & Annually as part of Quest Accreditation.

8.5 Service Improvement

Continuous improvement is an integral part of quality service delivery.

As part of achieving this we plan to implement site 'Service Improvements Plans' for each centre in 2020/21.



This will be an all-encompassing plan which pulls together action plans derived from numerous sources such as Council inspections, health & safety audits, customer feedback, internal inspections, the Quest action plan, colleague suggestions and so on. Once completed will be submitted as part of the annual reporting process.

8.6 Service Interruptions



During the period May 2019 – April 2020 there were **two** occasions where we had to close the swimming pool service, these as follows:-
14/11/19 – Hermitage Leisure Centre – A piece of plastic within the dosing unit caused a blockage, leading to the system being unable to feed chlorine into the pool. This led to a reading of zero being taken first thing in the morning. The pool was subsequently closed for 3.5 hours and re-opened at 10-30am.

03/12/19 – Hood Park Leisure Centre – An overnight power cut caused the Chlorine probe to break and a pipe to burst. The net effect of this saw chlorine readings rise to above 10ppm and the pool temperature drop to 25 degrees. The pool re-opened on 04/12/19 for afternoon swim lessons, following an 18 hour period of closure.

In addition to the above, remedial measures in keeping with central government advice on social distancing, were implemented at the start of March 2020 in relation to the Covid-19 global pandemic. Unfortunately the spread of the pandemic eventually led to the centres closing on 19th March until further notice. At the time of this report they remain closed, with the likelihood being that they will re-open in early July 2020.

8.7 Free Activities and Community Contributions

Within the tender submission document, reference was made to Everyone Active providing a minimum value of **£500** per month (**£6,000 pa**) of free public activity within our Oadby & Wigston partnership. A commitment to undertake similar within the NWL partnership was made; however in reality we far exceed this in our endeavors to engage with and support the local community as much as possible.



In total we provided a value of **£157,130** in ongoing discounted or free usage arrangements with local community partners. These as follows;-

Description	Total	Unit Value (£)	Total Value (£)
Children In The Community (CA8)	42,411	2-90**	109,336*
Disabled Swim Sessions (Adults)	722	4-15	2,996
Disabled Swim Sessions (Child)	630	2-80	1,734
Free Swim (Child & Adult)	1,745	3-42**	5,968
Work Live Leicestershire	110	4-00**	440
Fitness Passes (Local Residents)	1,320	6-80	8,976
Complimentary Annual Memberships	25***	552-00	13,800
NWLDC Off Peak Member Discount	5	22-00	110
NWLDC Peak Member Discount	10	11-50	115
NWLDC Event Sponsorship	N/A	N/A	2200
School Sports Paertnership	N/A	N/A	400
Total			159,730

Key:

*= Schools sign up fees discounted from total value figure (Value = £13,955)

** = Taken as an average

*** = Includes Anthony Nolan donor's, Supporting Leicestershire Families and talented athletes

9. Quality Assurance

9.1 Internal Health and Safety Audits

Health and Safety audits are carried out by the SLM Regional Health and Safety Manager. Following the principle of continuous improvement, the assessments inform an action plan designed from the feedback.

For the avoidance of doubt, our Health and Safety audits set a standard far higher than required to safely operate the centres. The criteria stipulates an 'all or nothing' approach and each item requires consistent records to achieve the mark.



The Regional Health & Safety Manager advised an expected score of 65 – 70% for the initial assessments in July 2019, progressing to expected scores of 75-80% in the second cycle of assessment in January 2020. Both sites sat either at the top end or slightly above these parameters on each cycle.

Table: Internal Health & Safety audit scores

Sites/ Health & Safety Audits	July 2019	January 2020
Hermitage	70%	78%
Hood Park	71%	80%
Average	70.5%	79%

9.2 External Audit / Inspections



Council monitoring inspections are carried out by the council on a monthly basis. A report template captures findings and agreed rectification timescales, with updates on subsequent remedial action taken provided.

9.3 Quest Accreditation

Hermitage Leisure Centre

Hermitage underwent a 'full' QUEST assessment in January 2020, receiving an overall rating of 'Very Good', with the assessor advising the centre to be closing in on the 'Excellent' banding level. Due to the age of the facility, this represented a hugely satisfying testament to the service.

Areas of strength identified within the assessors report were as follows;-

Mystery Visit Strengths

- Staff – Friendly, engaging, levels of customer service, appearance
- Sales culture
- Environmental information
- Information & presentation
- Maintenance of structure, fixtures & fittings
- Equipment & associated maintenance
- Social media & associated customer engagement



Assessment Strengths

- Customer and community engagement
- Club Activ8 scheme
- Contribution to health & wellbeing + Increasing participation
- Club engagement
- QMS system and associated management of it.
- Swim lessons
- Environmental management, planning & communication
- Well managed outcome focused team delivering high levels of customer service.



Hood Park Leisure Centre

In October 2019 Hood Park Leisure Centre underwent a Quest Directional Review – a 'mid-term' report. The centre received the overall rating of 'Very Good', which given that both the mystery visit (20% of the overall score) and assessment had occurred in the midst of a major refurbishment project, was again a most satisfying testament to the service.

Areas of particular strength identified were as follows;-

- Staff provided strong levels of customer service and felt engaged and valued by the management team.
- Information was strong in terms of content and display, despite the site being in the middle of a refurbishment.
- Cleanliness was to a generally high standard throughout the facility.
- Communication with resident clubs and casual users was excellent, with clear collaborative engagement.
- Strong swim lesson programme, with clear exit routes.
- Environmental management, planning & communication



Hood Park was due to undergo a 'full' assessment in April 2020; however Covid-19 associated closure of the facility will see this deferred until such time as assessments re-commence.

10. Health & Safety

10.1 Major Incidents

There were no major incidents including no RIDDOR reportable events within Year 1 of the partnership.

10.2 Accident Analysis

Table: Number of accidents per site

Information	Hermitage	Hood Park	Total
Site Attendance	339,931	386,051	725,982
Accidents	58	81	139
RIDDORS	0	0	0
Accidents per 10,000 Visits	$58/33.99 = 1.71$	$81/38.60 = 2.10$	$139/72.59 = 1.91$

The average accidents per 10,000 across more the 61 sites in the SLM East Region is 4.95, so it is pleasing to see both Hermitage and Hood Park well under this benchmark..

10.3 Statutory inspections

In order to achieve legislative compliance we have a programme of statutory inspections. These are part of the PPM schedules and have been submitted to the Council as part of the annual reporting process.



11. Environmental

11.1 ISO14001

The Corporate Environmental Policy informs the structure and direction of how we manage environmental issues. SLM have maintained our ongoing registration under Environmental ISO14001 management standards. This sets out our objectives for carbon reduction, energy reduction and re-cycling.

This ISO14001 management structure has been implemented on a site by site basis. Both Hermitage and Hood Park have undergone an ISO14001 performance standards audits which have directly fed into the partnerships 2020/21 Energy Engagement Plan (EEP).

In keeping with the partnership reporting schedule the EEP was submitted to the council and well received, this on the back of being championed as an example of best practice within the January 2020 Hermitage LC Quest assessment.

Areas within the plan include the following;-

- Reduce energy usage and carbon emissions
- Reduce the use of single use plastics
- Reduce DEC rating at each site at the next time of assessment cycle
- Reduce energy operating costs by 2%
- Reduce waste levels and increase re-cycling
- Increase the number of customers using green forms of transport
- Compliance with ISO 14001 accreditation

Aside from corporate and site level delivery within this area, Everyone Active work closely with the council on its Carbon Zero Project.

11.2 DEC



Hermitage Leisure Centre achieved a Display Energy Certificate (DEC) rating of 69 in September 2019. The rating sits within Band C. (Band C threshold = 51-75)

Hood Park Leisure Centre achieved a rating of 54 in September 2019. The rating also sits within Band C (Band C threshold = 51 to 75)



11.3 Energy Consumption



We use a software analytics package to record energy consumption via Automated Meter Readings (AMR's). This provides monthly and annual trends with regards to consumption, with monitoring, investigation and action managed collaboratively between the Regional Technical Manager and the management team at site. In addition to that the Duty Management team undertake meter readings on a daily basis.

Gas consumption tends to be affected much more than electrical consumption, as it is the gas that runs the water and heating systems, so is much more variable according to footfall usage and ambient air temperatures. Electricity consumption is related to the operation of lights, air handling etc, so is less open to variance.

Gas consumption at Hood Park is significantly higher than at Hermitage, due to the fact that we operate two indoor pools and two outdoor seasonal pools within the facility, compared to one indoor pool at Hermitage.

Table;- Energy Consumption

Partnership Year 1	Hermitage LC	Hood Park LC	Total
Gas (kwh)	1,801,690	3,249,999	5,051,689
Electricity (kwh)	311,263	267,029	578,292
Total	2,112,953	3,517,028	5,629,981

Water Quality is monitored on a daily basis by the site teams and also on a monthly / quarterly basis from our specialist contractors – Kingfisher Environmental Services Ltd. All of the bacteriological reports for the period May 2019 – April 2020 came back highly satisfactory and there were no reported incidents.



12. Financial

12.1 Operational Expenditure and Income

To align with the bid model, financial information is reported in line with the partnership year May to April.

Operational Expenditure and Income for Partnership Year 1 (May 2019 to April 2020) will be presented in a separate document, although elements of this have been as part of the Covid-19 recovery plan.



13. Reporting Schedule

NWL/ SLM Report Schedule

Partnership Year 2: May 2019 – April 2020

Report type	Submitted
Pricing	Y
Opening Hours	Y
Programmes	Y
Property Database	Y
Equipment Inventory	Y
PPM	Y
Physical Act, Health & Community Plan	Y
Marketing - local plan	Y
Lightning certificate	Y
Fire certificates	Y
Electrical certificates	Y
PMR Incl Participation Stats	Y
Annual Service Report	Y
Quest Accreditation	Y
Authority Outcomes Scorecard	Year 2
Environmental & Energy Plan	Y



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Agenda Item 10.

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