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Meeting	CABINET
Time/Day/Date	5.00 pm on Tuesday, 27 July 2021
Location	Council Chamber, Council Offices, Coalville
Officer to contact	Democratic Services (01530 454512)

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
Under the Code of Conduct members are reminded that in declaring disclosable interests you should make clear the nature of that interest and whether it is pecuniary or non-pecuniary.	
3. PUBLIC QUESTION AND ANSWER SESSION	
4. MINUTES	
To confirm the minutes of the meeting held on 8 June 2021.	3 - 8
5. COUNCIL DELIVERY PLAN REVIEW - 2021/22 AND 2022/23	
Report of the Chief Executive Presented by the Leader of the Council	9 - 36
6. 2020/21 QUARTER 4 PERFORMANCE REPORT	
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7. CORPORATE ACCOMMODATION	
Report of the Strategic Director of Housing and Customer Services Presented by the Leader of the Council	89 - 154

8.	PROVISIONAL OUTTURN 2020/21	
	Report of the Strategic Director of Housing and Customer Services Presented by the Corporate Portfolio Holder	155 - 168
9.	AFFORDABLE HOUSING SUPPLEMENTARY PLANNING DOCUMENTS	
	Report of the Strategic Director of Place Presented by the Planning and Infrastructure Portfolio Holder	169 - 212
10.	TENANT SCRUTINY PANEL REPORT – GARAGES AND GARAGE SITES	
	Report of the Strategic Director of Housing and Customer Services Presented by the Housing, Property and Customer Services Portfolio Holder	213 - 222
11.	ZERO CARBON ROADMAP	
	Report of the Strategic Director of Place Presented by the Community Services Portfolio Holder	223 - 240
12.	PSPO – BINS ON STREETS	
	Report of the Strategic Director of Place Presented by the Community Services Portfolio Holder	241 - 266
13.	MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY	
	Report of the Strategic Director of Place Presented by the Community Services Portfolio Holder	267 - 274

Circulation:

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

MINUTES of a meeting of the CABINET held in the Council Chamber, Council Offices, Coalville, on TUESDAY, 8 JUNE 2021

Present: Councillor R Blunt (Chairman)

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

In Attendance: Councillors

Officers: Mrs B Smith, Mr J Arnold, Mr A Barton, Mr D Bates, Miss E Warhurst, Mr T Delaney, Mr C Elston, Mr B Walford and Mr P Wheatley

118. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Robert Ashman.

119. DECLARATION OF INTERESTS

Councillor N Rushton declared a pecuniary interest in item 15 – Ashby Business Improvement District as a business owner in Ashby de la Zouch, and that he would leave the meeting for consideration of the item.

120. PUBLIC QUESTION AND ANSWER SESSION

No questions were received.

121. MINUTES

Consideration was given to the minutes of the meetings held on 23 and 30 March 2021.

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

RESOLVED THAT

The minutes of the meetings held on 23 and 30 March 2021 be confirmed as accurate records of the proceedings.

Reason for decision: To comply with the constitution.

122. UPDATE ON AIR QUALITY MANAGEMENT AREAS & SUBMISSION OF ANNUAL STATUS REPORT

Councillor A Woodman presented the report, which updated Cabinet on work in the area of air quality since its last consideration of the issue in December 2020 including changes to the current Air Quality Management Areas, and sought approval for the submission of the Annual Status Report to DEFRA. The report and its contents were welcomed by Members.

It was moved by Councillor A Woodman, seconded by Councillor R Bayliss and

RESOLVED THAT CABINET

- 1) Approves the Annual Status Report for submission to DEFRA

- 2) Approves the revocation of the Derby Road/London Road, Kegworth Air Quality Management Area
- 3) Approves the revocation of the Broomleys/Stephenson Way Junction, Coalville Air Quality Management Area
- 4) Approves The Air Quality Action Plan for Castle Donington for submission To DEFRA

Reason for decision: Compliance with Part IV of the Environmental Protection Act 1995

123. ENVIRONMENTAL HEALTH - FOOD SAFETY SERVICE DELIVERY PLAN 2021/22

Councillor A Woodman presented the report, which sought Cabinet approval for the Food Safety Service Delivery Plan for 2021/22 and reported on performance in 2020/21.

Members welcomed the proposals, noting that the work of the Environmental Health team to help local businesses reopen post-COVID alongside normal services should be applauded.

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

RESOLVED THAT

- 1) The Environmental Health Food Safety Service Plan 2021/22 appended to the report be approved.
- 2) The performance and achievements in 2020/21 be noted

Reason for decision: To approve the content of the Food Safety Service Plan 2021/22 as required by the Food Standards Agency.

124. PSPO CASTLE DONINGTON 'CAR CRUISE'

Councillor A Woodman presented the report, which presented a proposed Public Spaces Protection Order in Castle Donington to allow the Council and the police to take action against the ongoing anti-social behaviour relating to 'Car Cruises' along a new service road.

Members welcomed the proposals as sensible proposals and noted that it was fortunate that, although there were issues throughout the District, the issue had only emerged to the current extent in one location.

It was moved by Councillor A Woodman, seconded by Councillor R Blunt and

RESOLVED THAT CABINET

- 1) Approves the introduction of the Public Spaces Protection Order as set out within Appendix 1.
- 2) Agrees to delegate the renewal of any future PSPOs that do not require any amendments following consultation, to the Strategic Director of Place.

Reason for decision: To put in place a PSPO which restricts the anti-social use of vehicles.

125. MINUTES OF THE COALVILLE SPECIAL EXPENSES PARTY

Councillor A Woodman presented the minutes of the Coalville Special Expenses Working Party from 20 April and accompanying report to Cabinet, in particular noting the updates on the proposed events programmes, capital projects, and request for Cabinet approval for purchasing of Zephyr air quality monitoring units using external funding from the Bardon Community Fund. Members welcomed the new proposed events as a good initiative to bring people in Coalville.

It was moved by Councillor A Woodman, seconded by Councillor R Bayliss and

RESOLVED THAT CABINET

Notes the minutes of the Coalville Special Expenses Working Party at Appendix 1, and approves the recommendations detailed within the minutes and summarised at paragraph 3.0 of the report.

Reason for decision: So that the recommendations of the Coalville Special Expenses Working Party can be considered.

126. PAID PLANNING PRE-APPLICATION ADVICE

Councillor R Blunt presented the report, which sought Cabinet approval for the introduction of a charging structure for formal paid pre-planning application advice service for minor pre-applications and an amended procedure and updated charging structure for formal paid pre-planning application advice service for major pre-applications.

Members welcomed the proposals although it was noted that during implementation it would need to be monitored whether the charging system may lead to applicants no longer seeking advice and therefore leading to more work for the Planning department later down the line due to lower quality applications.

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

RESOLVED THAT CABINET

- 1) Agree to the introduction of a charging structure for formal paid pre- planning application advice service for minor pre-applications from 1 July 2021.
- 2) Agree to the amended procedure and updated charging structure for formal paid pre-planning application advice service for major pre-applications from 1 July 2021.
- 3) Delegates authority to the Strategic Director of Place, in consultation with the Planning and Infrastructure portfolio holder, to review the scheme and the charging structure on an annual basis and implement changes in line with the corporate approach to fees and charges.

Reason for decision: To introduce a formalised pre-planning application advice service for minor applications and amend the procedure and charging schedule for major applications.

127. RIVER MEASE DEVELOPER CONTRIBUTION EXPENDITURE FOR CONTRACTORS COSTS ASSOCIATED WITH A SCHEME NEAR MEASHAM

Councillor R Blunt presented the report, which sought Cabinet approval for the delegation of authority in order for a contract to be awarded to facilitate the removal of phosphates from an area of the River Mease as part of the developer Contribution Strategy set up as a requirement of the Water Quality Management Plan for the River Mease Special Area of Conservation.

It was moved by Councillor R Blunt, seconded by Councillor A Woodman and

RESOLVED THAT CABINET

Delegates authority to award the groundworks contract to the Strategic Director of Place in consultation with the Planning and Infrastructure Portfolio Holder and Section 151 Officer.

Reason for decision: The level of expenditure for the contract exceeds the authority level in the scheme of delegation.

128. AWARDING OF MHCLG ROUGH SLEEPER INITIATIVE FUNDING

Councillor R Bayliss presented the report, which sought Cabinet approval for delegation of authority to officers to award Grant Agreements to partner agencies of monies received under the Rapid Rough Sleeper Initiative Programmes. It was noted that the requirement was to utilise houses rather than hostels or hotels, and that although the incidents of rough sleepers were low it was important to have sufficient measures available at all times.

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

RESOLVED THAT CABINET

Delegates to the Head of Housing in consultation with the Housing, Property and Customer Services Portfolio Holder.

- 1) Authority to award grants and enter into associated funding agreements in relation to funding received under the Rough Sleepers Initiative for the year 2021/22.
- 2) Authority to award grants and enter into associated funding agreements in relation to funding received under future rough sleepers initiative, rough sleeper funding and/or associated or successor funding programmes.

Reason for decision: The grant payments requires expenditure in excess of officer delegated limits.

129. MICROSOFT ENTERPRISE SOFTWARE ASSURANCE LICENCE RENEWAL

Councillor R Bayliss presented the report, explaining that the Council was required to have a contract in place in order to continue using Microsoft products.

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

RESOLVED THAT CABINET

Authorises the award of a 3 year contract to Pheonix it services at a value of £380,744.00 for Microsoft enterprise software licences.

Reasons for decision:

- 1) To ensure Members are aware of the renewal cost of the Microsoft Enterprise Software Licence Agreement.
- 2) The renewal costs takes the contract value above the £250,000 threshold which requires Cabinet approval.
- 3) To authorise the renewal of Microsoft Software Licences Agreement, to ensure the authority stays appropriately licenced and meets the organisation's needs.

130. TREASURY MANAGEMENT STEWARDSHIP REPORT 2020/21

Councillor N Rushton presented the report, which informed Cabinet of the Council's Treasury Management activity undertaken for the financial year 2020/21.

During discussion clarification was sought regarding the HRA's borrowing figures in the report in comparison to those presented to the Council as part of the 2021/22 budget process, in response the Section 151 Officer undertook to come back to Members with a written response after the meeting.

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

RESOLVED THAT

The report be approved.

Reason for decision: Informing Cabinet of the Council's Treasury Management activity is a statutory requirement.

131. EXEMPTIONS FROM THE CONTRACT PROCEDURE RULES MADE IN Q4

Councillor N Rushton presented the report, which requested Cabinet to note the only exemption to the Council's procedure rules in quarter 4 of 2020/21, which was a six month extension to the contract with Totalmobile for the Council's financial management system.

It was moved by Councillor N Rushton, seconded by Councillor A Woodman and

RESOLVED THAT

Cabinet notes the exemptions made by Statutory Officers to the Contract Procedure Rules in Q4 2020/21

Reason for decision: To note the exemptions as required by the Constitution.

132. ASHBY BUSINESS IMPROVEMENT DISTRICT

Councillor N Rushton left the meeting having declared a pecuniary interest.

Councillor T Gillard then presented the report, which sought Cabinet approval for several proposals regarding the proposed Business Improvement District in Ashby de la Zouch. The report and it's contents were welcomed by Members as a worthwhile initiative that would empower the local businesses in Ashby to improve their high street.

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

RESOLVED THAT CABINET

- 1) Reviews the Ashby BID proposals set out in the report.
- 2) Delegates authority to the Strategic Director of Place in consultation with the Business and Regeneration Portfolio Holder to make 5 votes in favour of the Ashby BID at the July ballot, subject to satisfactory proposals set out in the final Ashby BID Business Plan.
- 3) Subject to the Ashby BID being approved at the ballot, approves the allocation of up to £20,000 from the existing Growth Plan Reserve to fund the estimated costs associated with billing and collection of the BID levy.
- 4) Subject to the Ashby BID being approved at the ballot, confirms the allocation of £1,124 per annum (subject to reasonable increases year on year to reciprocate increases to business rates) to fund the levy obligations on NWLDC owned assets.
- 5) Recommends that, in the event of a successful ballot, the Full Council approves the proposal for the Council to join the Ashby BID Company and participate in the incorporation of it.

Reason for decision: To seek support from Cabinet for the Ashby BID and, should the BID be approved, approve financial contributions towards the Ashby BID as set out in this report.

The meeting commenced at 5.00 pm

The Chairman closed the meeting at 5.41 pm

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 27 JULY 2021



Title of Report	COUNCIL DELIVERY PLAN REVIEW - 2021/22 AND 2022/23	
Presented by	Councillor Richard Blunt Leader of the Council	
Background Papers	Corporate Scrutiny Committee Report – 9 June 2021	Public Report: Yes
		Key Decision: Yes
Financial Implications	Identified with in the report, team plans and CDP	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	This report sets in place the CDP for the current year and as such is a key policy document for the council as part of the budget and policy framework.	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	These are addressed under the Team Plans for each area of the council.	
	Signed off by the Head of Paid Service: Yes	
Purpose of report	The report proposes a revised, updated delivery plan for the Council for the periods 2021/22 and 2022/23.	
Reason for decision	To ensure that the council has a Delivery Plan in place for the current year in line with the constitution.	
Recommendations	THAT CABINET REVIEWS THE COUNCIL DELIVERY PLAN AT APPENDIX 1 AND RECOMMENDS THE PLAN TO THE NEXT MEETING OF FULL COUNCIL.	

1. BACKGROUND

- 1.1 The Council Delivery Plan has been refreshed and updated to respond to the impact of the COVID pandemic which has had a major impact on our Districts economy and communities and will focus activity over the next two years up until May 2023 contributing to our economic and community recovery. The plan will be regularly reviewed and updated to take account of the emerging impacts of COVID 19. The short to medium term recovery plan will sit under the umbrella of the Council Delivery Plan.

2. NORTH WEST LEICESTERSHIRE CONTEXT

The wider context within North West Leicestershire helps inform the activities and priorities set within the Council Delivery Plan.

A combination of good transport links, an adaptable workforce, strong support services and a number of strategically significant growth sectors have contributed to North West Leicestershire becoming one of the fastest growing areas in the country. These factors have assisted the District's economy to be relatively robust during the Covid Pandemic.

The district is predominately a rural area, with six town and local centres. Coalville and Ashby de la Zouch being the largest. Over 100,000 residents and over 4,000 businesses call North West Leicestershire home, as well as being the location for East Midlands Airport and the East Midlands Strategic Rail Freight Interchange, which has just secured Free Port status.

The District's population in 2019 stood at 103,600⁽¹⁾ – 11.8% higher than ten years previous and the population growth was higher than both the regional and national averages.

In the period 2011-20, 5,547 new homes have been built, with the build rate exceeding 600 homes each year since 2014 and 700 homes each year since 2016. Both these trends support the need for a robust Local Plan to ensure appropriate sustainable development and the delivery of quality homes.

The health of people in the district is varied compared with the England average. About 12.8% (2,175) children live-in low-income families. Life expectancy for both men and women is similar to the England averages, although this is 6.7 years lower for men and 6.4 years lower for women in the most deprived areas of the district than in the least deprived areas². There are a higher percentage of adults classified as overweight or obese than nationally.² We are a key partner working within our wider Health partner family contributing to the health recovery plan, activity which will be focussed on increased participation levels, tackling obesity and isolation.

As regards qualifications, in 2020, 41.7% of the District's population had an NVQ4 or above, higher than the East Midlands 37.2% but below GB's 43.1% - with 88.2% stating that they had an NVQ1 & above – above both the regional and national figure.³

The district supports a diverse dynamic economy which has stood up well during the past year, with few redundancies recorded and some sectors, particularly logistics, seeing growth as sales switched on-line.

The District has the third highest job density ratio in the East Midlands of 1.09⁴ – (ratio of total jobs to working-age population) – far higher than the regional and national figures of 0.81 & 0.87 respectively, illustrating the high number of employers and their related jobs which attract workers from neighbouring areas.

In recent years, the District has seen two particularly significant private sector investments in both SEGRO Logistics Park East Midlands Gateway, which is home to such companies as The Very Group; XPO (Nestle); Amazon and in the near future, DHL (Mars) and, Mercia Park which will be the home to Jaguar Land Rover for their 2.94 million square foot Global Logistics Centre and DSV Logistics.

Of Leicestershire's Top 200 Companies in 2019, 54 of them were based in North West Leicestershire and there is less reliance on the Public, Education and Health Sectors than regionally and nationally too. The largest sectors by employment are Wholesale & Retail; Transportation & Storage and Manufacturing. The number of claimants claiming unemployment-related benefits stands at 2,600 (as of March 2021) - 4.1%. This is lower than the East Midlands (5.6%) and GB (6.5%)⁵.

In July 2020, the District saw 8,400 residents furloughed, representing 16% of eligible employees but this fell to 6,400 in February 2021 (Around 10%) and this figure is likely to drop as Lockdown eases.⁶

With the economy beginning to revive and an increased business confidence, it is hoped that North West Leicestershire is well placed to continue to have a robust and resilient economy in the years to come.

3. COUNCIL DELIVERY PLAN PRIORITIES

- 3.1** Whilst the world has changed the vision for our Districts communities to provide ambition and focus for the future remains valid and it is proposed to retain the five key priorities until the full review of the Corporate Delivery Plan early 2023.

The five key priorities:

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

With a theme of Value for Money thread through the Council Delivery Plan.

- 3.2** The challenge now is to prioritise our actions, focus our energy and work in partnership with residents, stakeholders, communities, and businesses to lead NWL into the future with confidence. Ensuring our work programme consists of projects and initiatives that contribute to the outcomes and principles set out within the plan remain central but will take into account the impacts of COVID 19.

- 3.3** The attached proposed delivery plan at Appendix 1 incorporates elements of work that are in progress but also recognises the following changes:

- A shift in consumer behaviour to maximise digital technology and access our services in a different way. alongside a demand for new services such as the community hub support presents both an opportunity and challenge
- a rapid increase in pace for consumer on line retail matched with a recognition of local supply chains have reinforced the importance of our retail centres which will need reimagining and support to grow and regenerate.
- growth of new sectors and markets and need for support to those sectors impacted adversely
- ensuring our District wide workforce has the skills required to support future growth
- increased national and public focus on climate change is providing an opportunity to rethink economic growth and how we can continue to champion a green recovery

- health recovery requires collaborative leadership across multiple partners to ensure health inequalities are tackled

The key performance indicators to accompany the refreshed Council Delivery plan actions have also been refocussed.

3.4 Performance Management

The council's performance framework sets out the clear route for monitoring and managing performance against the key actions. Performance is monitored at service level and throughout the organisation, with data clearly identifying where there is a need for early intervention. A distinction has been made between service specific 'business as usual' actions and those at a strategic level requiring member oversight. Performance against the key actions will continue to be reported to members through Corporate Scrutiny and Cabinet on a quarterly basis. The quarterly performance reports will also include additional information set around key organisational effectiveness indicators such as customer complaints, sickness absence and health and safety.

In addition, we are proposing the following changes

- Annual 'State of North West Leicestershire' which will provide members with a summary of the contextual information such as skills, employment, and health indicators. This will accompany the annual review of the Council Delivery Plan and feed into the budget setting process
- Annual Individual Ward member narrative provided in September to help support ward members. These profiles would also support the Scrutiny committees where there are cross cutting areas the committee members may want to look at in more detail and incorporate into scrutiny work programmes

4. FINANCIAL CONTEXT

- 4.1 The Council has maintained strong financial health in recent years due in part to healthy growth in business rates, council tax base and New Homes Bonus. However, it is widely expected that future funding will reduce significantly as the Government focusses on redistributing income to authorities with social care pressures. Consequently, North West Leicestershire, like most district councils, will have to plan carefully to address reduced funding over the next few years.

The Council will maintain a focus on Value for Money to ensure that it remains financially resilient over the longer term. The Journey to Self Sufficiency Programme will identify and progress opportunities for delivering long term savings through better ways of working.

As part of this programme, the Council will challenge all revenue and capital budgets in respect of their link to the Corporate Delivery Plan to show that financial decisions support organisational objectives. For capital schemes, business cases will be produced which provide detailed information on capital costs as well as subsequent revenue costs and incomes in addition to the benefits in terms of improved well-being outcomes.

The Council will update its Procurement Strategy to use its buying power to support local businesses and so assist local economic growth. Whilst the strategy will still look to ensure good value and quality, it will also seek to measure the social, economic,

and environmental value that is achieved through supporting good local suppliers and businesses.

4.2 The proposed Council Delivery plan was considered by the Corporate Scrutiny Committee at its meeting on 9 June 2021. The comments of the committee can be found in the draft minutes attached at Appendix 2 of this report.

5. COMMUNICATION

5.1 The final approved Council Delivery plan will be summarised and published in a customer friendly short document which sets out the key priorities for the District. As the current plan comes to an end a public consultation will be held to inform the new plan post 2023.

Sources:

1 ONS Population Estimates 2020

2 Public Health England LA Health Profile 2019

3 ONS Annual Population Survey

4 ONS Jobs Density 2020 – the level of jobs per resident aged 16 – 64. e.g., a job density of 1.0 would mean there is one job per every resident aged 16-64

5 ONS Claimant count April 2021

6. HMRC Coronavirus Job Retention Statistics March 2021

Policies and other considerations, as appropriate	
Council Priorities:	The report applies to all the Council priority areas. <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 - Developing a clean and green district - Local people live in high quality, affordable homes - Our communities are safe, healthy, and connected
Policy Considerations:	The Council Delivery Plan incorporates several key policy areas.
Safeguarding:	Not applicable.
Equalities/Diversity:	The Council delivery plan will be subject to an equality impact assessment
Customer Impact:	Detailed in the report.
Economic and Social Impact:	Detailed in the report
Environment and Climate Change:	Detailed in the report
Consultation/Community Engagement:	Consultation has taken place across the service areas of the Council.
Risks:	Contained in the corporate risk register.

Officer Contact	Bev Smith Chief Executive bev.smith@nwleicestershire.gov.uk
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Appendix 1 - **PROPOSED UPDATED COUNCIL DELIVERY PLAN 2021 - 2023**

Supporting Coalville to be a more vibrant, family friendly town

Our aims

Coalville is a vibrant town – Local people choose to spend their time and money in Coalville town centre

– Coalville is a good place to do business

2021/22	2022/23	Narrative to explain change from previous years action
Complete Coalville’s Regeneration Framework and commence delivery.	Continue delivery of the projects set out in Coalville Regeneration Framework.	2020 -21 key task of seeking funding from the new national Future High Streets Fund completed although unsuccessful. The work will be used to support future funding opportunities and regeneration projects. The Regeneration Framework will be finalized in 2021 building on this work and all previous community/business engagement and work of The Prince’s Foundation/Regeneration Strategy. It will set out key projects for the regeneration of Coalville.
Begin construction of Marlborough Square new public space.	Complete construction of Marlborough Square public space and put in place an events programme designed to increase footfall and improve the shopping experience.	20/21 – Implementation carried forward to 21/22 due to need to develop designs to meet highway legal requirements particularly the need to model and accommodate all types of traffic using the local network. 21/22 – Key tasks to enable construction to start including: Obtaining planning/highway approvals; procuring contractor and starting initial construction.
Open Coalville’s Newmarket once COVID -19 restrictions permit and continue to provide support, guidance, and funding for Coalville Market traders to grow their businesses.	Enable further growth of market trading activity and associated events by establishing an open-air market on Marlborough Square.	
Seek a cinema operator for Coalville.	Operator identified and programme for delivery in place including funding model/planning application and targeted completion.	2020 – 21 key tasks of seeking a cinema operator for Coalville continued and formed part of funding bid to Future High Streets Fund.

		Work continues on this task in collaboration with the new owner of Belvoir Shopping Centre although progress has been slowed by COVID-19.
Develop a framework of opportunities for the land adjacent to the new Leisure Centre, the Hermitage Recreation Ground and the existing Hermitage Leisure Centre Building.	Start the roll out of a new framework of uses for the land adjacent to the new Leisure Centre, the Hermitage Recreation Ground and the existing Hermitage Leisure Centre Building.	

Supporting Coalville to be a more vibrant, family friendly town - performance indicators

Coalville is a vibrant town – Local people choose to spend their time and money in Coalville town centre

– Coalville is a good place to do business

Performance Indicator	Actual	Target 21/22	Target 22/23	Commentary
Increase footfall in Coalville town centre per annum	Baseline to be established	3%	3%	Percentage Increase in Coalville Town Centre footfall per annum – Target 3%
Percentage of major residential development schemes scoring / performing positively against Building for a Healthy Life and the Council's Good Design Supplementary Planning Document	New PI	90%	90%	New KPI
High Street Retail Vacancy Rate in Coalville is below national average	National Average 13.7% (Dec 2020) Coalville 14% (Dec 2020)	< 13.7% *	< 13.7%*	*Note: targets for 2021/22/23 may vary as National Average varies
Increase the number of Coalville events attendees by 500 per year from baseline of 5000 in 2020/21	5000	5500	6000	New KPI
Trade Occupancy rates in Coalville's Newmarket.	New PI	88%	90%	Occupancy rates will be reported for 2021/2 for the period July 21 to March 22 and will be compared with similar markets within neighbouring areas.

Our communities are safe, healthy, and connected

Our aims

Put our customer sat the heart of all we do – Increase connectivity (physically and virtually) throughout our communities

– Support safer neighbourhoods

2021/22	2022/23	Narrative to explain change from previous years action
Make sure our customers can interact with us in a way which meets their needs, improving our services, promoting self-serve and digital options as well as providing face-to-face support compliant with COVID19 guidance.	Make sure our customers can interact with us in a way which meets their needs, improving our services, continuing to promote self-serve and digital options as well as providing face-to-face support compliant with COVID19 guidance. Explore the opportunities to introduce new methods of contact, such as Web chat.	Minor revision. We have new facilities available which makes methods of contact such as a web chat a realistic prospect in the next 12 months.
Work with our leisure partners to continue the construction of the new Whitwick and Coalville Leisure Centre with completion planned for July 2022 and increase participation at both this centre and Ashby Leisure Centre to where they were pre-COVID-19	Work with our leisure partners to continue the construction of the new Whitwick and Coalville Leisure Centre with completion planned for July 2022 and increase participation levels by 58% by 2026 at both Whitwick/Coalville Leisure Centre and Ashby Leisure Centre	This has combined two previous actions.
Encourage and support town and Parish Councils to write and prepare their own Neighbourhood plans.	Encourage and support town and Parish Councils to write and prepare their own Neighbourhood plans.	20/21 Key task c/f to 21/22. Monitoring by engagement with Parish Councils and number of neighbourhood plans progressing/adopted.
Work towards increasing participation back to where there were at before -Covid at Coalville and Ashby Leisure Centres.	Work towards increasing participation levels at Coalville and Ashby Leisure Centres by 58% by 2026.	

<p>Consultation will take place with relevant stakeholders on emerging options for the Local Plan Substantive Review including the development strategy and potential site allocations for new development.</p>	<p>The Local Plan Substantive Review will be published, and this will be followed by submission for Examination at Public Inquiry.</p>	<p>Partial Review of Local Plan adopted in 20/21 and new Council Delivery Plan target 21/22, 22/23 to prepare and submit to Planning Inspectorate a new Local Plan.</p>
<p>As part of the Integrated Neighbourhood Team, and in partnership with the West Leicestershire Clinical Commissioning Group, the North West Leicestershire GP Federation, Adult and Social Care, front line health care workers, and other key stakeholders, develop a locality based Healthy Communities plan aimed at tackling significant health inequalities in North West Leicestershire.</p>	<p>Identify key performance indicators that can be used to measure the success of the North West Leicestershire Healthy Communities plan.</p>	

Our communities are safe, healthy, and connected – performance indicators

Put our customer sat the heart of all we do – Increase connectivity (physically and virtually) throughout our communities

– Support safer neighbourhoods

Performance Indicator	Actual	Target 21/22	Target 22/23	Commentary
Number of online accounts		40,000	45,000	Existing KPI
Number of online forms submitted by customers (transactions)		4,000	5,000	Existing KPI
Percentage of customer satisfaction (Customer Services)		95%	97%	Existing KPI
The percentage of adults in North West Leicestershire who are overweight or obese.	71.3%	71.3%	70.3%	Leicestershire County Councils Healthy Weight strategy and emerging action plan will drive forwards a range of interventions.
Levels of participation at Hermitage/Whitwick and Coalville Leisure Centres.	406,431 (19/20)	323,893	626,577	New KPI
Levels of participation at Hood Park / Ashby Leisure Centre	462,051 (19/20)	371,526	558,639	New KPI
NWL Local Plan – number of new homes built since the start of the Local Plan period in 2011 (target 481 homes annually)		5,291 (11 years x 481 homes)	5,771 (12 years x 481 homes)	New KPI
Number of new Neighbourhood Plans made		2	2	New KPI
Number of new locations for mobile CCTV cameras in partnership with local stakeholders including parish and	5	5	5	Each installation will be based upon need and evidence and will be deployed in partnership with the Joint Action Group

town councils to help make our communities safer.				
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Local People live in high quality, affordable homes

Our aims

Increase the number of affordable homes in the district

Improve the quality of our council housing – Improve the quality of private rented accommodation

2021/22	2022/23	Narrative to explain change from previous years action
New Council Housing Supply – ensure we deliver at least 10 additional NWL Council Homes.	New Council Housing Supply – ensure we deliver at least 10 additional NWL Council Homes.	Updated and reframed to latest position
New Council Housing Supply - Complete feasibility assessment of potential new Council Housing build across the District, and progress to Planning Application stage if viable.	New Council Housing Supply - Obtain Planning Permission and commence on site if they are considered viable for development.	New action
New Housing Supply - Work with housing associations & partners to deliver over 100 new affordable homes per year to help meet local housing needs.	New Housing Supply - Work with housing associations & partners to deliver over 100 new affordable homes per year to help meet local housing needs.	Combined total of Section 106, and new Registered Providers affordable housing developments as well as Council new build. Year of delivery of sites once planning permission granted is complicated by multiple market factors making detailed target setting complex. Reporting will include details on volumes and locations.
<p>Maintaining & Improving Council Tenants Homes - Complete a programme of investment of up to £4.5m of improvement works to maintain our tenants homes at the Decent Homes standard.</p> <p>Commence a programme of additional improvement works, worth up to £2.4m to complete improvement works deferred from 2020/21 as a result of the Covid 19 pandemic.</p>	<p>Maintaining & Improving our Council Homes - Complete a programme of investment of up to £4.5m of improvement works necessary to maintain our tenants homes at the Decent Homes standard.</p> <p>Complete the programme of additional improvement works, worth up to £2.4m to complete improvement works deferred from 2020/21 as a result of the Covid 19 pandemic.</p>	Targets refined to match budget setting. This work will include the replacement of components within each homes including rewiring, new kitchens and bathrooms, reroofing, new windows and doors, and heating systems. They are replaced due to their age and/or condition on an annual programme of works, the contents of which are determined from conditions surveys. The detail around the Covid catch up programme yet to be confirmed and could possibly be completed in 2021/22.
Maintaining Our Council Homes Estates - Invest up to £1.06m in estate improvements to improve the quality of	Maintaining Our Council Homes Estates - Invest £1.47m in estate improvements	Targets update to align with budget allocations

life for residents of Council estates, including our tenants.	to improve the quality of life for residents of Council estates, including our tenants.	
Other Housing Actions - Obtain Planning Permission, appoint a contractor and complete the delivery of the redevelopment of Appleby Magna Caravan Park, to provide a modern fit for purpose environment for the residents.		Project delivery timetable currently indicates completion by the end of Q3 2021/22, No 2022/23 target as should be completed in 2021/22.

Local People live in high quality, affordable homes – performance indicators

Performance Indicator 2020-21	Actual	Target 21/22	Target 22/23	Commentary
Percentage of major residential development schemes scoring / performing positively		90%	90%	Retained KPI
Percentage of major planning applications determined within 13 weeks		75%	75%	Retained KPI
Percentage of minor planning applications determined within 8 weeks		80%	80%	Retained KPI
Percentage of other planning applications determined within 8 weeks		85%	85%	Retained KPI
Percentage of all repairs completed within target		94%	95%	Retained KPI
Average length of time taken to re-let a Council property when it becomes vacant		25 days	25 days	Retained KPI
Number of New Council Homes delivered within year. Built, Purchased, or through S106 Bid TOTAL		10	10	This new indicator will show those new council houses delivered to NWL stock through build, buying from market or bid through s106.
Number of New affordable homes delivered by Housing Associations & Partners within the year.		100	100	This new indicator will show new homes for rent delivered via Housing Associations & Partners.
Number, type & Value of components improved across NWL Council Homes in year. Bathrooms, Kitchens, Electrical Rewire, Roof, Heating or Other			To be determined via budget	This new target will show global spend and number of component changes by major categories – combined main programme and COVID catch up. No target for

Total Components Total Spend		£6.9m	setting for 2022/23	individual components as relies on need and demand.
Number, type & value of adaptions to homes for our most vulnerable tenants		£300k	To be determined via budget setting for 2022/23	This new target will show global spend Council Delivery Plan narrative will summarise where and what

Support for businesses and helping people into local jobs

Our aims

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

2021/22	2022/23	Narrative to explain change from previous years action
Update the North West Leicestershire Economic Growth Plan and commence delivery.	Continue delivery of the North West Leicestershire Economic Growth Plan	
Enable business growth and inward investment in North West Leicestershire that contributes to the objectives of NWL Economic Growth Plan.	Enable business growth and inward investment in North West Leicestershire that contributes to the objectives of NWL Economic Growth Plan.	
Preserve the vibrancy of our High Streets by supporting Shop Local initiatives designed to reduce vacancy rates.	Preserve the vibrancy of our High Streets by supporting Shop Local initiatives designed to reduce vacancy rates.	
Develop our “visitor economy” offer to encourage dwell time, local spend and investment in new and improved attractions.	Develop our “visitor economy” offer to encourage dwell time, local spend and particularly support the improvement of one tourism attraction in NWL.	
Working with our leisure centre construction contractor increase local employment, training, and apprenticeship opportunities with a key focus on local supply chains in the construction of the new Whitwick and Coalville Leisure Centre.	Working with leisure centre construction partner increase local employment, training, and apprenticeship opportunities with a key focus on local supply chains in the construction of the new Whitwick and Coalville Leisure Centre.	Note: specific targets set in performance indicators and reported quarterly.
Contribute to the work of the East Midlands Development Corporation Interim Vehicle in implementing Year One deliverables included in the	Contribute to the work of the East Midlands Development Corporation (Interim Vehicle).	New key task. Interim Development Corporation to be established in 2021/22. NWL represented on new Board. Outputs identified with the business case.

<p>Business Plan. This includes developing a strategic masterplan/infrastructure plan and delivery strategy for the East Midlands Airport Area.</p>	<p>Implementing deliverables established from Year One Business Plan.</p>	<p>The key task is to deliver inclusive growth for the whole East Midlands Region. (Targets include 84K jobs and £4.8bn of Gross Value Added (GVA) by 2045)</p>
<p>Contribute to the establishment of the East Midlands Freeport with private sector businesses, other local authorities, and government.</p>	<p>Contribute to the establishment of the East Midlands Freeport with private sector businesses, other local authorities, and government.</p>	<p>New key task due to East Midlands Freeport announced by the Government creating an estimated 60,000 new skilled jobs for the region.</p> <p>Based around the East Midlands Airport and Gateway Industrial Cluster, North West Leicestershire will work with the consortium of private sector businesses and local authorities to develop the business case and work with Government.</p>

Support for businesses and helping people into local jobs
Performance Indicators

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

Performance Indicator 2020-21	Actual	Target 21/22	Target 22/23	Commentary
Support Inward Investment to the District		5 large Businesses per year 1000 new jobs per year £1,000,000 of investment per year	5 large Businesses per year 1000 new jobs per year £1,000,000 of investment per year	
Businesses supported to recover from the impacts of Covid 19		£500,000 of Restart Grant shared between up to 50 businesses. £250,000 of Growth Grant shared between up to 10 businesses		2021/22 target to reflect specific time limited grant programme
Increase the number of jobs in the tourism sector in the District	Tourism Sector Jobs: 777 FTE* (Dec 2020)	2%	2%	Evidenced by external statistics information and comparisons. *note - figure reduced by 59% from Dec 2019 due to Covid 19.
Increase annual Visitor spend	Visitor Spend: £13.6m* economic impact (Dec 2020)	2%	2%	Evidenced by external statistics information and comparisons. *note – figure reduced by 62% from Dec 2019 due to Covid 19.

Increase the number of overnight stays in NWL year on year	Overnight stays: 255,000* (Dec 2020)	2%	2%	Evidenced by external statistics information and comparisons. *note – figure reduced by 63% from Dec 2019 due to Covid 19
Work with schools / colleges and local businesses to improve employment skills/opportunities.		Work with 5 schools per year across the district	Work with 5 schools per year across the district	
Support Market Town Businesses to respond to transformational opportunities	0	Deliver 5 Digital Growth Training Sessions. Support 25 businesses to Access Digital Growth Training. Provide £10,000 of Digital Growth Grants	Deliver 5 Digital Growth Training Sessions. Support 25 businesses to Access Digital Growth Training. Provide £10,000 of Digital Growth Grants	
% of construction materials used in the construction of the new Whitwick and Coalville Leisure Centre that are sourced in the local area.	25%	25%	10%	Ongoing monitoring of local material and suppliers is being undertaken by the project team. Strong levels of engagement have been experienced thus far from the local market which is positive.
Local economic value to the local area as a result of the construction of the new Whitwick and Coalville Leisure Centre. (Target £2.2m)	£1.7m	£0.4m	£0.1m	These figures are a combination of spend in local shops, local hotels/B&B's/guesthouses etc as well as monies spent with material suppliers and local contractors/trades workers,

Developing a clean and green district

Our aims

Lead by example by delivering the council's Zero Carbon Roadmap's Action Plan and ambition to be zero carbon for its operations by 2030 – Reduce littering and fly tipping – Promote the work of the National Forest

2021/22	2022/23	Narrative to explain change from previous years action
Increase recycling rates by at least 1% per annum through our Recycle more campaign.	Increase recycling rates by at least 1% per annum through our Recycle more campaign including the district wide roll out of food waste recycling and a new stackable or drawer container system to all households across the district.	
Support towns and villages to develop an identity associated with the National Forest n spaces.		2020/21 key task carried forward to 2021/22. NWL supporting National Forest Company to develop new marketing plan for the National Forest.
Review our employee travel and allowances to help deliver the Zero Carbon Roadmap.	Commence work on the review. Complete by end of year with view to implementation in 2022/23.	
Explore the setting up of a Carbon offset fund as part of the Local Planning process.		New key action
Develop a council wide strategy for more Electric Vehicle charging points on council car parks, housing land and corporate property land. Initial installations to be made at Lindon Way Depot to support electric vehicle trials	Secure funding to install EV charging points at Council Offices/Depots in line with fleet management strategy recommendations and grey fleet strategy (personal vehicles used for business use).	
Develop a fleet management strategy to transition our fleet to a zero carbon/low carbon solution by 2030 and start the first phase of procurement and purchase of vehicles.	Implement year 2 of the fleet management procurement.	New key action

Develop a property portfolio action plan and retrofit programme to make our assets fit for purpose and reduce our carbon footprint.		New key action
Develop and implement a new taskforce to tackle litter across the district by enhancing the work of volunteers and aligning with the work carried out by street cleansing.	Implement the year two action plan to tackle litter across the district.	New amended key action
Deliver improvements to 56 of the least energy efficient Council tenants homes through the Green Homes Grant Local Authority Delivery Phase 1B Programme, including the installation of additional insulation, air source heat pump systems, and photovoltaic electricity generation.	Evaluate the opportunities presented by the Social Housing Decarbonisation Fund (SHDF) to obtain grant funding for energy efficiency improvement to Council tenants homes and submit bids as appropriate.	New action - Grant applied for and successfully obtained. Line added to CDP to enable reporting and tracking.
Reduce carbon emissions at the new Whitwick and Coalville Leisure Centre and Ashby Leisure Centre by 20% by 2024.	Reduce carbon emissions at the new Whitwick and Coalville Leisure Centre and Ashby Leisure Centre by 20% by 2024.	New PI showing current emission rates. Are we not factoring this into the new build? Separate out the Ashby figures.
Reduce vehicle emissions from licensed Hackney Carriage and Private Hire vehicles by encouraging taxi operators to move to vehicles that emit lower emissions (Euro 5).	Reduce vehicle emissions from licensed Hackney Carriage and Private Hire vehicles by encouraging taxi operators to move to vehicles that emit lower emissions (Euro 5).	

Developing a clean and green district -Performance indicators

Lead by example by delivering the council's Zero Carbon Roadmap's Action Plan and ambition to be zero carbon for its operations by 2030 – Reduce littering and fly tipping – Promote the work of the National Forest

Performance Indicator 2020-21	Actual	Target 21/22	Target 22/23	Commentary
Number of trees delivered to the local community to increase the number of trees in the district's National Forest area	0	13,000		Retained KPI
Percentage increase on yearly recycling rate by 1%		1%	1%	Retained KPI
Amount in kgs of household waste sent to landfill per house, per year	132.6kgs	125kgs	120kgs	Retained KPI
% of the taxi vehicle fleet that are fitted with a Euro 5 engine or higher	88%	93%	100%	New KPI

Value for money performance indicators (No CDP actions for VFM)

Performance Indicator	Actual	Target 21/22	Target 22/23	Commentary
Percentage of rent loss	0.87%	0.75%	0.75%	Retained KPI
Percentage of Council Tax Collected (in year target)	91.1%	96.7%	96.7%	Retained KPI
Percentage of National Non-Domestic Rates (in year target)	87.6%	99.20%	99.2%	Retained KPI
Number of days taken to process new claims		18.7 days	18.7 days	Retained KPI
Percentage of rent collected from commercial tenants	95.84%	98%	98%	Retained KPI
Percentage of commercial units occupied per annum	86%	90%	90%	Retained KPI
Amount of annual income achieved by the In-house Repairs Team	£911,051.60	£1,300,000	To be determined via budget setting for 2022/23	Retained KPI

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MINUTES of a meeting of the CORPORATE SCRUTINY COMMITTEE held in the Council Chamber, Council Offices, Coalville on WEDNESDAY, 9 JUNE 2021

Present: Councillor R Boam (Chairman)

Councillors E G C Allman, D Bigby, A J Bridgen, G Houlst, V Richichi (Substitute for Councillor B Harrison-Rushton), S Sheahan and N Smith

Portfolio Holders: Councillors A C Woodman

Officers: Mr A Barton, Mr C Colvin, Ms E Kenyon, Mr J Knight, Mr C Lambert, J Marshall, Mr M Murphy, Mr P Sanders, Mrs B Smith, Mrs R Wallace, Miss E Warhurst and Mr P Wheatley

11. COUNCIL DELIVERY PLAN REVIEW - 2021/22 AND 2022/23

The Chief Executive presented the report.

As a result of Member discussion on the Council Delivery Plan review, the following comments were made:

Support was given to the proposed Ward Member profiles as part of the performance management, Members felt this would be a valuable source of information.

Support was also given to the proposed Annual 'State of North West Leicestershire' exercise to provide Members with a summary of contextual information such as skills, employment and health. Officers were asked to ensure that the customer friendly short version of the Delivery Plan concentrate on the important facts.

The targets for tackling obesity were acknowledged but it was felt that it could be expanded further, particularly health and fitness. The Chief Executive explained that the Council was working closely with the Clinical Commissioning Group (CCG) to develop a health place plan which would identify what could be done collectively to improve the health of people in the District. She confirmed that a workshop was being organised across all partners to develop this plan and Members would be briefed on this in more detail in due course.

Concerns were raised that there was not a carbon reduction target within the proposed plan and, as it was clear from the statistics in the earlier item on the agenda that the Council was behind on its aims, it was felt that there was a need for a target of this nature. The Head of Community Services explained that as planning was in the early stages, it was important to carry out the necessary research and feasibility studies to acquire baseline figures before targets could be put in place. He assured Members that although he was taking a cautious approach, the next 6 to 12 months would see movement going forward.

In relation to the target to increase tourism, it was commented that this was minimal, and it was possible to achieve more. The Chief Executive explained that the tourism sector was one of the hardest hit in the pandemic and considerable work had been undertaken to assess the impact. It was felt that the 2 percent target was an aspirational one when considering the current position of the sector. Members were also reminded that the baseline figures used would be pre-pandemic.

In response to a question regarding the time period for the proposed plan, the Chief Executive confirmed that it was a two-year plan that would go as far as early 2023, this would allow for a further review following the District Elections in May 2023.

The Chairman thanked Members for their contributions and confirmed that comments made would be presented to Cabinet when it considers the report.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL
CABINET – TUESDAY, 27 JULY 2021



Title of Report	2020/ 21 QUARTER 4 PERFORMANCE REPORT	
Presented by	Councillor Richard Blunt Leader of the Council	
Background Papers	Various documents on the In-Phase performance management system.	Public Report: Yes
		Key Decision: No
Financial Implications	As detailed in the performance report	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	No direct implications.	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	None directly, update shows data at the time of report which may of now been superseded.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	The report provides members of the Cabinet with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for Quarter 4 (January - March 2021)	
Reason for decision	To report Q4 2020/21 Council Delivery Plan performance.	
Recommendations	THAT CABINET NOTES THE PROGRESS AGAINST THE CORPORATE OBJECTIVES AND PERFORMANCE INDICATORS FOR QUARTER 4.	

1. INTRODUCTION

1.1 The Planning and Performance Management framework helps the Council -

Clearly articulate our priorities and desired outcomes
 Prioritise what gets done within the resources available
 Provides and demonstrates value for money
 Provide good services and satisfaction for our local community
 Improves organisational performance
 Motivate and manage our employees and workers.

1.2 Its purpose is to deliver the best outcomes and service in relation to our priorities and statutory responsibilities within available resources, and to create an 'early warning system; where this is not

the case. To do this we need to be intelligence focused and take action in response to actual performance to make outcomes better that they would otherwise be.

Performance is managed at a strategic, service, operational and individual level.

- 1.3 At a strategic level, Members and the Corporate Leadership team need to ensure that services are provided meeting the needs of the community, both now and in the future. Members and the leadership team also need to ensure that there are appropriate and meaningful measures underpinning our vision and objectives so that they can be assured that we are making good progress towards our vision, priorities and objectives published in our Council Delivery Plan (CDP). The Councils delivery plan for the financial years 2021/22 and 2022/23 is presented as a separate report to this meeting of the Corporate Scrutiny Committee. The layout of the Council Delivery Plan has been reshaped in the report to present the performance indicators immediately below the relevant objectives/actions, and the indicators are being reviewed to ensure they link better to the actions. This report has also been laid out in the same style, but uses the current CDP (2020/21) actions and indicators.
- 1.4 At a service level, Heads of Service need to monitor performance against service plans. These include all tasks, projects, measures and risks relating to their own service objectives and from any other source, e.g. external inspectorate recommendations such as the planning peer review and internal audit recommendations etc.
- 1.5 At an operational level, individual work plans may be in place to monitor and report on team and individual performance to feed up into the service plans. These are then linked to individual performance and activity.
- 1.6 The quarterly performance reports will seek to recognise good performance, share best practice across the organisation and also to identify 'performance gaps' highlighting if and where action is required to meet targets. Once these gaps are identified, time bound intervention plans will be created or adapted to improve performance towards the target. This will be part of a continual cycle of review and action.

2. SUMMARY OF PERFORMANCE QUARTER 4

- 2.1 This report sets out the performance and progress against the Council Delivery Plan priority actions, performance indicators, Health and Safety, Customer services, and sickness absence management.
- 2.2 This information in this performance report has been significantly impacted by the COVID-19 pandemic which had a major impact on the Council's normal work activities with services ceased, suspended or reduced during the year and many instances of resources and staffing being redirected to implement grants, the community hub and other support to our communities and businesses. New areas of work have been required to support the government pandemic management measures. Disruptions to supply chains and to the work of many of our critical partners have also impacted on our ambitions.
- 2.3 The impact of the COVID-19 pandemic did significantly affect many of the Councils actions during the year, and this is reflected in the summary of the actions achieved during the year. In summary of the 70 actions in the Council Delivery Plan 26 had been achieved, good progress was made with 41 of the actions and 3 had not been progressed by the end of the year. The Council Delivery Plan has in the meantime been reviewed to consider where the focus should be with key projects and actions in the light of the COVID-19 pandemic and its wide ranging impacts on both the Business as usual activities and the strategic aspirations of the Council.

The following notable achievements in the fourth quarter of 2020/21 were:-

2.4 Supporting Coalville to be a more vibrant, family friendly town

- Delivery of the Coalville Regeneration Framework commenced with progress made towards a potential new leisure development proposal located adjacent to the shopping centre and

considerations/involvement in the potential refurbishment of a town centre refurbishment property.

- Work to obtain consents and approvals for the redevelopment of Marlborough Square was further progressed.
- The completion of the refurbishment work to the new indoor market on Marlborough square, and the handover of the building from the contractors. Plans are now being developed for the decoration, theming and fit out of the building with fixtures and fitting.
- Significant support has been provided to the market traders in the existing market hall as they have continued to manage the impacts of the COVID-19 restrictions and changes. 22 new traders have joined the market during the past year which has contributed significantly to the vibrancy and effectiveness of the existing market location.
- Work has been continuing with a number of landlords to bring building having heritage value back into use while seeking to enhance the contribution the buildings make to the quality of the street scene.
- Worked with the owners of the Belvoir Shopping Centre to continue to seek to improve the attractiveness and appeal of the centre to new retail businesses.

2.5 **Our communities are safe, healthy and connected.**

- Significant progress has continued to be made on the construction of the new Leisure Centre in Coalville/Whitwick. The main structure is now complete and work on the glazing is underway.
- We have continued to work with our community partners at Measham Leisure Centre and Ibstock Leisure Complex to develop and improve the facilities at these locations, and further work will progress when COVID-19 regulations and uses are diminished.
- Five Neighbourhood plans are in the process of being developed.

2.6 **Local people live in High quality, affordable homes**

- All new major housing planning proposals submitted in the period achieved a high quality design in line with the standards contained in the Council's good design guide.
- Our plans to invest up to £5m to upgrade tenants' homes and their neighbourhoods were significantly impacted by the COVID-19 pandemic which led to the slowing of the various work streams and issues around safe working in people's homes to maintain the safety of our tenants and the workforce. This work has now resumed and the programme of works will continue.
- Our objective to provide at least 15 new council homes was exceeded with 24 new homes added to the council's portfolio this year.
- £3¼m was spent on capital improvements work on our estates including £300K on parking improvements.

2.7 **Support for businesses and helping people into jobs**

- The key focus of Economic Development work in the quarter has been support to assist business recovery during the COVID-19 pandemic. This has included virtual jobs fairs, business support and advice and grant funding opportunities.
- An options appraisal for Moira Furnace was completed in the quarter and a business plan based upon the recommended option is now being developed.
- Local companies are being engaged and assisting with supplying to the construction of the new Whitwick and Coalville Leisure Centre, with 18% of all materials from local suppliers generating a local economic value in excess of £1.6m.
- The economic development team provided support and information to local businesses on the new rules on trading with the EU in the post-BREXIT world.
- Utilising government funding we developed a range of initiatives to reopen our high streets in accordance with COVID-19 safety measures and we have continued to support the "shop local" messaging to encourage local spending.

2.8 Developing a clean and green district

- The Council's recycling rates increased by 1.3% during the year from the previous year's total of 45%. Our "Recycle More" campaign has contributed to this increase which also included the introduction of household batteries and mobile phone recycling.
- A weekly food waste collection was introduced in the Measham and surrounding villages area. The combined collection of food waste from the new trail in Measham and the existing arrangements in Coalville led to the recycling of 63.58 tonnes of food waste while 1.2 tonnes of batteries were collected in the quarter, making a total of 4.2 tonnes collected in the year.

3.0 Performance Indicators

3.1 The use of both qualitative and quantitative measures (indicators) to supplement the delivery of actions in the Council Delivery plan provides a picture of how we are performing against the expected outcomes. Progress against the Council's key indicators is detailed under each group of actions, with explanations of the progress against each of the key tasks identified for quarter 4. The overall performance against the indicators was significantly impacted by the COVID-19 pandemic - 15 were on target, 6 were within a 5% variance of the target and 11 were not achieved.

4.0 Corporate Scrutiny Committee review

4.1 This report was considered by the Corporate Scrutiny Committee at its meeting on 9 June 2021. The comments of the committee can be found in the draft minutes attached at Appendix 2 of this report.

Policies and other considerations, as appropriate	
Council Priorities:	This report documents the progress against all of the priorities in the Council delivery plan.
Policy Considerations:	The actions cut across a number of policy areas – developing Coalville and wider regeneration considerations, Community support, post COVID-19 recovery and our climate agenda are some examples.
Safeguarding:	No specific considerations.
Equalities/Diversity:	No direct impacts
Customer Impact:	Detailed in the report.
Economic and Social Impact:	Detailed in the report
Environment and Climate Change:	Detailed in the report
Consultation/Community Engagement:	Not applicable
Risks:	As detailed in the corporate risk register.
Officer Contact	Bev Smith Chief Executive bev.smith@nwleicestershire.gov.uk Mike Murphy Head of Human Resources and Organisation Development mike.murphy@nwleicestershire.gov.uk

Supporting Coalville to be a more vibrant, family friendly town

Our aims

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

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Key tasks 2020/21	Quarter 4 Performance
Commence delivery of the Coalville Regeneration Framework to enhance the town centre	Delivery of the Coalville Regeneration Framework has commenced therefore the target has been achieved. The Task continues into the 2021/22 plan year. In Quarter 4 of 2020/21 we successfully: <ul style="list-style-type: none"> • Unlocked a new leisure development proposal planned to sit adjacent to the shopping centre. • Made progress towards purchasing a town centre heritage property for refurbishment and reuse, • Supported landowners to make planning applications for regeneration of the Wolsey Road area, • Provided financial support to Leicestershire County Council enabling them to commence highway improvements on Ashby Road, Coalville
Seek external funding, including the new national Future High Streets Fund to support town centre regeneration, and recovery post COVID19	We have made a number of bids and secured some grant funding for town centre regeneration projects and therefore the target has been achieved. In Quarter 4 we have begun to explore the potential to bid under the Government's new Levelling Up fund. We have also received confirmation of the availability of grant to NWLDC under the Welcome Back Fund.

<p>Seek a cinema operator for Coalville</p>	<p>The unsuccessful FHSF bid for Coalville sought funding for a cinema in Coalville. During Q4 of 2020/21 following the outcome of the FHSF bid we have been exploring alternative means by which a cinema can be provided in Coalville including exploring other sources of funding. There has been some success in bringing an occasional drive-in cinema to Coalville over the Christmas period (and planned to be repeated in summer 2021/22) which it is believed will help prove demand for a permanent facility.</p>
<p>Deliver a community events programme, where appropriate in line with the current COVID19 guidance</p>	<p>Covid-19 restrictions have made it very difficult to run the number of community events the council would normally arrange during the year. A reduced programme has operated within the current safety guidelines and proven to be popular, despite significant number of people self-isolating.</p>
<p>Start the implementation of Marlborough Square redevelopment</p>	<p>Work to obtain consents and approvals for the Marlborough Square redevelopment have been progressed. Whilst significant milestones have been reached during Q4 including obtaining in principle approval of the kerb line and carriageway layout, until all Section 278 Highway matters have been resolved with Leicestershire County Council, it is not possible to start construction works.</p>
<p>Complete the new indoor market on Marlborough Square</p>	<p>Newmarket refurbishment works was completed at the end of February with the handover of the building from the contractors Crowngate Construction. There will be a period of time to mobilise the operation of the new facility with operational, staffing and maintenance protocols established prior to opening in Summer 2021 subject to Covid-19 restrictions. Plans have also been developed for the decoration, theming and fit out of the building with fixtures and fittings which will be rolled out in the first quarter of 2021/2.</p>
<p>Work with partners to make the most of our heritage to bolster the town's identity and sense of place</p>	<p>During Q4 of 2020/21 we have worked closely with four landlords of buildings with "heritage value" in order to begin to bring the buildings back in to use whilst enhancing the contribution the properties make to the quality of the street scene.</p>

	<p>We have also continued to work with the Snibston Mining Heritage attraction to create quality linkages from the mining headstocks through to the town centre.</p>
<p>Provide grants to at least ten businesses in Coalville to improve the fronts of their buildings, creating a better street scene</p>	<p>As part of the Coalville Frontage Improvement Scheme, In Quarter 4 of 2020/21 one new frontage improvement was completed</p> <p>Work is ongoing for the remaining 5 potential frontage improvement projects in Coalville town centre.</p>
<p>Consider how the Councils accommodation and property ownership can assist with the delivery of regeneration and reduce environmental impacts</p>	<p>The Council has engaged with potential suppliers to provide quotation for an energy efficiency / carbon evaluation and opportunities, arising from the existing estate. Once taken forward, the recommendations will form the basis of a programme of upgrade works.</p>
<p>Continue to provide support and funding for Coalville Market traders to grow their business</p>	<p>Significant support has been provided to the market traders in the existing building and a vibrant feeling has developed amongst the traders and staff at the hall. The market officer operates an open door policy and is available to traders to deal with any queries and offer one to one support. A monthly newsletter is circulated to all traders and regular meetings will be conducted when Covid19 restrictions permit. The market has traded successfully in line with the various pandemic lockdown criteria. Some virtual sessions were delivered before the end of this year to support the various traders' business plans and some face to face sessions will be implemented when restrictions allow. 22 new traders have joined us at the market during the past year selling a variety of products ranging from homemade foodstuff, artisan gifts, fashion and accessories. Traders have commented on the vibrancy of the market and the support provided from the team.</p>
<p>Begin priority projects in the Regeneration Framework for Coalville</p>	<p>Throughout 2020/21 we have actively worked on four major regeneration projects for Coalville. The outcome of the FHSF bid means that one of these cannot be further progressed at this time, but continued preparatory works have been undertaken on the other three schemes during Q4 of 2020/21</p>

<p>Enable and initiate new developments and public realm projects, supporting the district's high aspirations for design quality</p>	<p>Officers continue to work closely with developers to ensure that major housing developments permitted by the Council accord with detailed master plans and design codes that support the districts high aspirations for design quality. Examples include decisions made on planning applications at south east Coalville and on-going work to ensure the housing developments at Money Hill, Ashby, Park Lane, Castle Donington, Standard Hill Coalville, and the Councils own housing development at Cropston Drive, Coalville are of the highest standard of design possible.</p>
<p>Support the redevelopment of key housing sites in Coalville</p>	<p>We have worked with landowners / developers to bring forward three new housing developments in the Greater Coalville area to the point whereby at the end of Q4 2020/21 planning applications are now being prepared for submission.</p>
<p>Work with the Belvoir Shopping Centre to make it a more attractive destination and reduce the number of vacant shops</p>	<p>We have worked with the owners of the Belvoir Shopping Centre throughout 2020/21 to improve the attractiveness of the centre. During Q4 of 2020/21 specifically we have: Assisted in removing legal barriers to the construction of new space at the shopping centre. Signposted new retail businesses seeking space in Coalville to the opportunities in the Belvoir Shopping Centre Continued to support the shopping centre owners with their plans for environmental improvements within the centre. Community Safety are working with the architect for the new elements of the centre and we are looking to add addition CCTV units and potentially upgrade existing cameras.</p>
<p>Ensure that links to the new leisure centre are maximised focusing on Hermitage Recreation Ground and the future of the leisure centre building</p>	<p>Consultation with stakeholders has been completed and consultants are in the process of being engaged to undertake an options appraisal on how Hermitage Leisure Centre and its land could be utilised following it's decommission, and on how an improved visitor destination could be created at Hermitage Recreation Ground. The intention is to ensure that the new Whitwick and Coalville Leisure Centre links through to the recreation ground and the former Hermitage Leisure Centre site. It's anticipated that this piece of work</p>

will be concluded by October so recommendations can be considered as part of the 2021/22 budget setting process.

Performance Indicators - Supporting Coalville to be a more vibrant, family friendly town

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

Performance Indicator 2020-21	Actual	Target	RAG	Commentary
Number of people attending Coalville events organised	5000	9000	▲	COVID-19 has significantly impacted the ability to deliver events in 2020/21. The annual target will not be achieved.
Number of events delivered in Coalville 46	2	2	★	COVID-19 has significantly impacted the ability to deliver events in 2020/21, however the annual target has still been achieved.
Number of visitors/tourists spending is increased by 2% across the District	0%	2%	▲	COVID-19 has significantly impacted the tourism and hospitality sector, the employment increase has not been achieved this year.
Shop vacancy rates in the Belvoir Centre are more positive than the national average	21.8%	9.8%	▲	12 vacant units (21.8%) recorded in February 2021

Our communities are safe, healthy and connected

Our aims

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

Key tasks 2020/21	Quarter 4 Performance
<p>Ensure that our communities recover from the impacts of COVID19, including the continued delivery of the 'hub' for our shielded and vulnerable residents</p>	<p>As well as delivering services direct to vulnerable residents, the council continues to support Community Response Units (CRU's) and other voluntary and statutory organisations in their efforts to support residents both from an advice and guidance perspective, as well as financially. From Contain funding received, the following allocations have been made;</p> <ul style="list-style-type: none">• £95,000 to local foodbanks• £38,000 to CRU's• £2,000 to parish councils• £50,000 to community transport initiatives• £78,000 to the NWLDC Community Hub <p>Whilst the focus for the Hub is to triage and refer on to sustainable support providers, it currently has 89 open cases which include undertaking shopping for essential items, prescription collections, and befriending telephone calls. In addition, 521 Covid-19 Winter Grants have been administered, and this number is likely to increase significantly given the governments' recent announcement to extend the funding scheme until June.</p> <ul style="list-style-type: none">• 15 CRU newsletters were sent providing funding opportunities, advice and the interpreting of government guidance as part of the community recovery effort from Covid-19.• Two CRU virtual drop in meetings were held.

	<ul style="list-style-type: none"> • Four parish newsletters and 7 VCSE newsletters were also issued. • 2 Parish Liaison meetings held with the December 2020 meeting arranged to specifically update the parish and town councils on the role of district council Hub and covid-19 compliance role of the authority. <p>A grant scheme has been developed using allocated Contain funding to provide support to community groups and clubs to re-open Covid-19 safe and who are at risk of folding because of financial issues created due to Covid-19. In Q4 15 applications were received and 9 were successful and received grant offers.</p>
<p>Develop and deploy an 'agile' working policy and approach</p>	<p>The New working model document has been agreed. We have set out a two-stage approach to implementation, and we are having further conversations about how this will work in line with customer focus, accommodation and ICT considerations</p>
<p>49 Make sure our customers can interact with us in a way which meets their needs, improving our services, promoting self-serve and digital options as well as providing face-to-face support compliant with COVID19 guidance</p>	<p>Due to current Covid-19 pandemic restrictions we have been unable to hold face to face meetings. As soon as restrictions are lifted we will ensure they are available as a suite of options for our customers. Self-service and digital are available via our website.</p>
<p>We intend to work with our partners to deliver the proposed Obesity Strategy for Leicestershire and support the Leicestershire Weight Management service by providing physical activity for their clients as part of the integrated Health and Wellbeing Strategy</p>	<p>We have worked very closely with a range of stakeholders across the county in the development of the Leicestershire Obesity Strategy and the formal consultation concluded on 27th December 2020. The final strategy is currently awaited as we also start work on a North West Leicestershire Obesity Action Plan to complement the strategy. Officers from the Health and Wellbeing Team have delivered a range of virtual opportunities including 2 way live exercise classes using Microsoft Teams, pre-recorded exercise classes, and Facebook Live exercise classes. These have been supplemented by telephone support and exercise booklets and activity packs posted out for home support. The following quote was received from a Steady Steps online participant; "The improvement</p>


	<p>to my life has been tremendous. Because of the steady steps classes and homework exercise, I feel better than I have in years. I have improved energy, strength, balance and a big increase in confidence. I am constantly recommending the steady steps classes to friends and family. I feel absolutely wonderful".</p>
<p>Work with our leisure partner to start the construction of the new Whitwick and Coalville Leisure Centre</p>	<p>Works are progressing well on site with the main structure now complete. The external façade and glazing is being constructed and first fix M&E will commence in this coming period.</p> <p>The complex construction of the new access and bridge has been completed and all formal approvals with the County Council have been received. Wayleave agreements for key utility supplies will be formalised within the next period and the construction contract is being administered as required to ensure a robust approach to project delivery.</p> <p>The council continues to play an active role in the delivery of the project and is ensuring the outcomes are in line with expectations and contractual obligations.</p>
<p>Working with local schools, parish councils and leisure centres, improve the community leisure facilities in Castle Donington and at Ibstock and Measham Leisure Centres</p>	<p>The projects led by our community partners at Measham Leisure Centre and Ibstock Leisure Complex continue to progress. Building of the new fitness room at Ibstock will commence in April and, whilst work can't commence at Measham until later in the year due to the site being used as a vaccination centre, the project is still being refined and value engineered in preparation. Community access to the grass pitches at Castle Donington College is likely to commence in September. In addition, a consultant has been procured to undertake a pre-feasibility assessment on having a full sized 3G pitch on the school site which, if applicable, will be used to try and secure funding from the Football Foundation. As well as that, the school have submitted a Strategic School Improvement Fund (SIF) bid to enhance the fitness room development to include changing rooms, a studio and meeting/teaching space. The outcome of these bids will determine how the fitness room development will be progressed as it will impact on potential locations and the infrastructure requirements.</p>

Develop our tourism offer to encourage inward investment, dwell time and connecting visitor attractions	Covid-19 restrictions have had a significant impact on our tourism offer with most of our attractions and accommodation closed for much of the last 12 months. We have taken the opportunity to review the type of support we provide to our tourism partners to ensure that it is fitted to their anticipated needs once lockdown restrictions are lifted.
Encourage and support town and parish councils to write and prepare their own Neighbourhood Plans	Five Neighbourhood Plans in the process of being developed, including one which is subject of consultation prior to submitting for independent Examination.
Adopt the partial review of the Local Plan	Local plan Partial Review adopted at Council on 16 March 2021
Develop a network of locations for mobile CCTV	This is an action for 2021/2 and 2022/3 in partnership with parish and town councils.
Stabilise and reduce if possible our sickness absence levels through a combination of measures in our People Plan	The sickness absence levels have reduced during the year, but the considerations around the pandemic has required changes to sickness recording arrangements so they are not strictly comparable with previous years' data.
Work towards increasing participation levels at Coalville and Ashby Leisure Centres by 58% by 2026	This action has been refocused in 2021/22 to get participation levels back to what they were pre-Covid-19.
Achieve accreditation from the Surveillance Camera Commissioner for our CCTV system	The new control room in the council offices is now fully complete and operational and places the service in a strong position to achieve this target in 2021/22.

Performance Indicators - Our communities are safe, healthy and connected

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

Performance Indicator 2020-21	Actual	Target	RAG	Commentary
Number of online accounts	33,043 (cumulative)	22,500 (annual)	★	We have exceeded our target of 22,500 by increasing our work around the area of online accounts. This has resulted in more people adopting this stand of communication and work will continue in 2021/22 to make the accounts an integral part of our channel choice strategy.
Number of online forms submitted (transactions)	11,992	1875	★	With the online accounts, the ability to complete online forms is integral for an improved customer experience and this figure, for quarter 4, includes internal and external forms. We will continue to improve quality of the forms and not just focus on quantity moving into 2021/22.
Percentage of customer satisfaction (Customer Services)	90.75%	92%	●	Annual analysis of 540 replies provides an overall 90.75% satisfaction rating which has been influenced by COIVD-19 and reflects the reduction to council services affected, seeing a lower response return and satisfaction rating since quarter 2. However despite this, the Customer Services department are still seen as achieving a high score in addition to receiving the Customer Service Excellence standard.

Percentage of high risk ASB cases recorded and actioned within 48 hours	All	100%		This is a process item. All High case logged are actioned within 48hours (100%) Please note that High risk cases are rare and we only have small numbers.
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Local People live in high quality, affordable homes

Our aims

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

Key tasks 2020-21	Quarter 4 Performance
Get planning permission and start building new council homes in Whitwick and Measham and pursue other sites where viable	Site assembly has taken place in Measham and updated pre-application advice has been requested prior to formal submission. Work is ongoing to prepare site in Whitwick for planning application which has required significant preparation including engineering reports to address topological challenges. Slippage in progress is mainly due to the impacts of Covid-19 on the service.
Ensure residential development takes place on brownfield sites in Moira and Measham	Planning application is now imminent in Measham (as above). Scope of development in Moira currently being considered. Slippage in progress is mainly due to the impacts of Covid-19 on the service.
Ensure all new housing in the district meets the standards of the NWLDC Good Design Guide.	All major proposals are subject to consultation with the Council's Urban Designer who assesses the schemes design objectively using Building for Life Criteria, the Council's Good Design Guide, and the new National Design Guide (September 2019). The use of the design guides are now embedded into our normal business processes. All major planning proposals in this period have achieved a high quality design.
Invest up to £5 million to upgrade tenants' homes and their neighbourhoods	Due to Covid-19, there have been periods of time when work-streams have been put on hold or reduced. This has resulted in 554 components being deferred which will be included in the 2021/22 and 2022/23 programme. 293 components such as kitchens, bathrooms, boilers have been replaced during the year at a value of £1.47m.

<p>Alter tenants' homes where there is an assessed medical need, by spending up to £300,000 on level access showers, stair lifts and other aids and adaptations</p>	<p>The need for aids and adaptations are assessed by Occupational Therapists (OTs) or Trusted Assessors before a referral is made to the council. Due to Covid-19, the OTs/Trusted Assessors have been focusing on end of life/hospital discharges opposed to the standard requests. This has resulted in a reduction in the number of referrals received and we are working with LCC colleagues to understand how we can assist with their backlog. At the end of 2020/21, a total of 135 adaptations have been completed in tenants' homes comprising of 39 major adaptations at a cost of £170,951.05 and 96 minor adaptations at a cost of £27,591.34. Work underway but not yet financial complete at the value of £52.529. £90k of the budget will be carried forward to 2021/22 to ensure there is no undue delay to managing the backlog of work.</p>
<p>Invest £770,000 in estate improvements including off-street parking, improvements to footpaths and roads and mobility scooter stores</p>	<p>The estate improvement work was placed on hold due to Covid-19 due to reduced resources. External project management support has been secured which saw two off street parking improvements commence during Quarter 4. The value of parking improvement work is £342,866. Good progress has also been made on developing the specification for the installation of scooter stores at four sheltered housing schemes.</p>
<p>Carry out proactive, targeted enforcement so all eligible landlords have a Houses in Multiple Occupation (HMO) License</p>	<p>The team have been working proactively and a number of actions have been carried out this year including:</p> <ul style="list-style-type: none"> • Following up unlicensed HMOs to ensure compliance • Communicate with agents reminding them of the requirements for HMOs • Reviewed the Kegworth HMO campaign and identified the next target area as Ellistown <p>Further work in respect of rolling out the campaign and continuing to follow up unlicensed HMOs will build on this work in 2021/21.</p>
<p>Commence delivery of the redevelopment of Appleby Magna Caravan Park</p>	<p>Following extensive consultation with the residents, external project management has been secured and the redevelopment proposals have been submitted to Planning for approval (expected May 21) with a view to the work being completed before winter 2021.</p>

Provide at least 15 new council homes through new build or by acquiring through agreements with developers and market purchase	24 homes were added to the council portfolio this year.
Maximise the number of private empty properties that are brought back into use	Due to Covid-19 restrictions on face to face meetings, limiting travel and internal visits, this has resulted in a delay in the progression of some casework. This will be reinstated in 2021/22 including more formal action on a number of properties.
Selectively buy back long term empty properties	16 properties have been purchased with one further property scheduled in Quarter 1 2021/22. One is a long-term empty property and four are buy backs. Due to the limited interest from owners of long-term empty properties, the focus changes to other properties for sale in the District that were of the right type, size and location to meet housing need.
Work with local housing associations to supply 300 new affordable homes	This is a three year rolling target however for 2020/21 148 new affordable homes were delivered. Based on current forecasts we will exceed the target over the three year period. (please note this target is overall affordable housing deliveries and so will include Council acquisitions and affordable housing delivered without an RP partner)
Invest up to £14 million to improve council homes	<p>The HRA capital programme provides funding for a range of works to improve tenant's homes and estates. Overall spend against this budget to the end of quarter four was £5.45 million. The key elements of this budget are:</p> <p>The Home Improvement Programme, £1.4 million spent, which includes 'Decent Homes' improvement work to tenant's homes, which are now being completed by our In-house Repairs Team (IRT).</p> <p>£763,418 was spent on other capital improvement work on estates, including £342,866 on parking improvements.</p>

<p>Sheltered housing improvements, the budget of £200,000 will be carried forward to 2021/22 to commence the remodelling and upgrading all our sheltered buildings.</p>

Performance indicators - Local People live in high quality, affordable homes

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

Performance Indicator 2020-21	Actual	Target	RAG	Commentary
Percentage of major residential development schemes scoring / performing positively	100%	90%	★	All major planning proposals are subject to consultation with the Council's Urban Designer who assesses the schemes objectively using Building for Life criteria and the Council's Good Design Supplementary Planning Document. All major planning proposals in this period have achieved a high quality design.
Percentage of major planning applications determined within 13 weeks	90%	75%	★	Performance in determining major applications (e.g. greater than 10 dwellings and 1000 square metres of commercial development) remains strong and in Q4 stood at 90% with 18 out of 20 majors determined within 13 weeks or with an extension of time. This is significantly above the national performance target of 60% and the local performance target of 75%.
Percentage of minor planning applications determined within 8 weeks	96%	80%	★	Performance on minor applications (e.g. less than 10 dwellings and 1000 square metres of commercial development) in Q4 remains strong and stood at 96% with 51 out of 53 minor applications determined within 8 weeks or with an extension of time. This is significantly above the national performance target of 65% and the local performance target of 80%.

Percentage of other planning applications determined within 8 weeks	93%	85%	★	Performance on other applications (e.g. householder developments) remains strong and in Q4 stood at 93% with 144 out of 155 applications determined within 8 weeks or with an extension of time. This is above the national performance target of 80% and the local performance target of 85%.
Percentage of all repairs completed within target	97.1%	94%	★	The In-house Repairs Team (IRT) completed a total of 5805 repairs during the year, with 5636 of these being completed within their target times. Whilst the volume of repairs reported was below normal levels due to Covid – 19, this performance was achieved despite the team having to operate with a range of alterations to working practices to ensure we kept both staff and tenants safe.
Average length of time taken to re-let a Council property when it becomes vacant	35	22	▲	Performance has not achieved the target as we have applied flexibility to tenancy start dates for tenants to move home due to Covid-19 restrictions. At the beginning of 2020/21 people could not move home unless they were in an emergency housing situation resulting in some homes being left empty for longer than normal. The standalone performance for Quarter 4 was 34 days which was a slight increase of 2 days compared with the preceding quarter. 87 properties were let during the quarter averaging 34 days. The cumulative performance is 35 days with 274 properties being let during the year.

Support for businesses and helping people into local jobs

Our aims

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

Key tasks 2020-21	Quarter 4 Performance
Working in partnership with the National Forest Company, carry out an options appraisal for Moira Furnace as part of an application for Resilient Heritage funding to the Heritage Lottery Fund	An options appraisal for Moira Furnace has been completed. A business plan based upon the recommended option is to be developed during 2021/22
Provide targeted support for local business who may be impacted by HS2	There have been no further updates or engagement business engagement activity regarding the proposed HS2 route in quarter 4.
Deliver the aspirations of the North West Leicestershire Economic Growth Plan 2019-21	The UK economy entered a recessionary period during 2020/21 due to Covid-19. This recessionary pressure has impacted upon the NWL economy and therefore our Economic Growth Plan has morphed to that of an Economic Recovery Plan, which we have begun to implement successfully. During Q4 2020/21 unemployment rates in the district have not significantly increased and our (unemployment benefits) claimant count is significantly below the national average at 4.1% (compared to 6.5% nationally). A number of companies have continued to invest for growth, despite current challenges.
Working with our new leisure partner, increase local employment, training and apprenticeship opportunities with a key focus on local	To date, 36 local companies have been engaged as part of the construction of the new leisure centre. 18% of all materials used on site so far have been procured from local suppliers and a figure in

<p>supply chains in the construction of the new Whitwick and Coalville Leisure Centre</p>	<p>excess of £1.6m has been generated in terms of local economic value. 7 new jobs have so far been created for local people and at least 5 work experience placements have been offered. This vital project will continue to inject vibrancy within the local economy throughout the build stages through to completion in July 2022.</p>
<p>Work with food establishments to further reduce the number that have a hygiene rating of 0, 1 or 2</p>	<p>The pandemic has had a significant impact on our ability to complete our programme of food hygiene inspections at food establishments within the district. During the various stages of the pandemic many food businesses have not been trading and food inspectors have been redeployed to carry out Covid-19 compliance work. During periods of the year when trading was permitted we have been working with businesses on their reopening plans to ensure that their new ways of working are safe for their staff and the customers. In summary we were able to complete approximately 30% of the planned food inspection programme. The number of food businesses rated 0, 1 or 2 fell from 20 to 16 between 1 April 2020 and 31 March 2021.</p>
<p>Ensure that we minimise the negative impacts and maximise the positive of COVID19 on our business community</p>	<p>During quarter 4, the council maintained front line business support services. The Economic Development team handled 117 during this period. Of those 71 were new enquiries. During February 2021 Council Officers collaborated with the East Midlands Chamber of Commerce and Stephenson College to host a 'Kick-start' webinar attended by 17 local businesses. In January 2021 a tourism and events business webinar was co-hosted with LPL Ltd which 7 local businesses attended. In March 2021 the council collaborated with the Leicestershire Growth hub launched a digital growth programme which was attended by 34 high street businesses</p>
<p>Play our part in readying our businesses for the effects of BREXIT</p>	<p>Throughout quarter 4, the Economic Development team continued to offer 1-to-1 support, communicate the latest information on the new rules on trading with the EU, identifying support options</p>

	<p>available either through local partnerships including LLEP, Chamber of Commerce & UK Government including the SME Brexit Fund. Officers have also sought to clarify with UK Government departments the criteria in an effort to support our local businesses. Where available officers have also sought to act on behalf of businesses to contact relevant UK Government departments to find answers to their queries.</p> <p>During this period there have been 7 new businesses engaged, all with different approaches, different challenges & requirements and at differing stages on their journey.</p>
Encouraging the public to support local businesses as part of our recovery from COVID19	Utilising government funding secured in Q3 2020/21 we have developed a range of initiatives to reopen our High Streets in a Covid-19 secure manner and to promote messages about shopping locally to support local businesses. Implementation of these initiatives has continued during Q4 2020/21.
Maintain 12 apprentice placements each year	We had 11 apprentice placements at the end of the quarter. We are currently discussing future opportunities for apprentices internally to increase the number to the target.
Provide a £250,000 programme of grant funding and business support	<p>The final two grant payments from the Councils Enterprising 3 Business Grants programme were paid to applicants Sew Essential in Moira and The Priory Health Club in Breedon. In total the programme provided over £170,000 of grants to 14 growing local business creating an estimated £1.25million of private sector investment and creating over 70 new local jobs.</p> <p>In addition to the Councils Enterprising grant fund, Council officers continue to support local business with over £2.4million of Covid support Additional Restrictions Grant funding.</p>
Promote North West Leicestershire as a key location for business growth and support £1 million of new business investment and 4,000 new jobs	The final two grant payments from the Councils Enterprising 3 Business Grants programme were paid to applicants Sew Essential in Moira and The Priory Health Club in Breedon. In total the programme provided over £170,000 of grants to 14 growing local

	<p>business creating an estimated £1.25million of private sector investment and creating over 70 new local jobs.</p> <p>In addition to the Councils Enterprising grant fund, Council officers continue to support local business with over £2.4million of Covid-19 support Additional Restrictions Grant funding.</p>
<p>Work with partners and public transport providers to enhance transport connectivity so local people can access new job opportunities throughout the district</p>	<p>Through the Access to Work Partnership, the Economic Development Team are continue to support the new Airway 9 service providing public transport connections between the employers at East Midlands Airport and SEGRO through Melbourne, Ashby, Swadlincote and Burton. Patronage of the service is lower than forecast due to the Pandemic but the service providers, Midland Classic, note that the service remains one of the highest performing services due to the ongoing warehouse operations at Castle Donington.</p> <p>Officers continue to collaborate with the Department for Work and Pensions to promote a soft trial wheels to work moped hire scheme to support Universal Credit claimants. Patronage of the service is lower than forecast due to the Pandemic and plans are being prepared to formally launch the trial once Covid-19 restrictions have eased later in 2021.</p>
<p>Work with three schools / colleges and local businesses on skills development with a focus on career advice</p>	<p>In light of the Covid-19 restrictions, no visits are permitted to our educational establishments so we are working with the Leicester and Leicestershire Enterprise Partnership to run a Council Careers Virtual Day when local schools can “visit” and meet a variety of NWLDC staff in a number of Departments to understand how varied opportunities are in the public sector. It is hoped that this programme will be launched in Q2 2021/22 to fit in with the challenging agenda the schools currently have.</p> <p>In addition, in partnership with the LLEP and local businesses, we have been assisting in the production a range of virtual career films and educational materials about what is on offer for young people in our local businesses, including Logistics and Manufacturing, including a “World of Work” guide to hundreds of different careers.</p>

<p>Provide face-to-face business and environmental health advice to 20 growing businesses each year</p>	<p>This work-stream has not been delivered as a result of pandemic restrictions.</p>
<p>Work closely with Kegworth Parish Council and other partners to engage the public and businesses and deliver a scheme that focuses on improving the village's infrastructure, stimulating economic growth and supporting businesses.</p>	<p>Significant preparatory work has been undertaken during both Q3 and Q4 of 2020/21 however engagement with businesses and the public has been frustrated by Covid-19 Restrictions. It is now planned that a series of business engagements are carried out in Q1 2021/22 with public engagement to follow.</p>

Performance indicators - Support for businesses and helping people into local jobs

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

Performance Indicator 2020-21	Actual	Target	RAG	Commentary
Number of jobs in the tourism sector is increased in the District	0%	3.8%	▲	COVID-19 has significantly impacted the tourism and hospitality sector, the employment increase will not be achieved this year.
Number of food businesses improving hygiene standards	39	11	★	The pandemic has had a significant impact on our ability to complete our programme of food hygiene inspections at food establishments within the district. During the various stages of the pandemic many food businesses have not been trading and food inspectors have been redeployed to carry out Covid-19 compliance work. In summary we were able to complete approximately 30% of the planned food inspection programme. The number of food businesses rated 0, 1 or 2 (poor compliance) fell from 20 to 16 between 1 April 2020 and 31 March 2021. The number of businesses achieving a very good rating of 5 increased from 574 to 609.
Number of business enquires received and supported	117	25	★	There have been an increased number of business support enquires in Q4 due to Coronavirus impact on local businesses
Value of Coalville shop fronts grant awards	£38,491	£40,000	●	A grant award was made to one retail property owner in Coalville

Number of businesses supported - Market Towns business support programme	34	20	★	34 local businesses drawn predominantly from the high streets of Coalville and Ashby, but with 7 from surrounding centres, will be taken through a free Digital Growth training programme, helping them to create, expand and revitalise the digital side of their businesses.
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Developing a clean and green district

Our aims

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

Key tasks 2020-21	Quarter 4 Performance
Increase recycling rates by at least 1% every year through our Recycle more... campaign	<p>On 1 April 2021, DEFRA published the recycling rates for 2019/20 which confirmed NWL's household recycling rate had increased by 1.3% from 45% to 46.3%. Recycle more will have helped support this increase as during 2019/20 collections for the recycling of household batteries and mobile phones were introduced at the kerbside, as well as a weekly food waste collection trial for 2,000 households in parts of Measham and some surrounding villages. During Q4 a further 1.2 tonnes of batteries were collected and sent for recycling. Since kerbside battery recycling collections launched in December 2019, a total of 4.2 tonnes of batteries have been recycled.</p> <p>During Q4 a further 63.58 tonnes of food waste was collected and diverted from landfill for recycling for both the trials in the Coalville and Measham area. This represents a carbon saving of 47.68 tonnes.</p> <p>A competition was held for primary schools in the district to name our six recycling vehicles. The winners were chosen, and the names were proudly displayed on the vehicles at the beginning of February. Details of the competition and photographs of each winning name displayed on the vehicles was shared across our social media channels, receiving very good engagement. Also BBC East Midlands Today featured the competition on several of their news bulletins.</p> <p>The trial of the new recycling container system was due to take place by the end of March 2021, however the company which manufactures the container system has been acquired by another company in the waste and recycling container manufacturing</p>

	industry, so this has caused a delay. However it is anticipated the trial of the container will begin by early July 2021.
Continue our Free Tree Scheme	We had planned to deliver the scheme in November 2020 but deferred it to February 2021 but with lockdown three we have taken the decision to relaunch the scheme in November 2021. Our partners The National Forest Company are on board with this decision and the nursery trees will simply remain planted until they are needed later this year.
Support towns and villages to develop an identity associated with the National Forest	We have continued to work with the National Forest to develop the Heart Of The Forest masterplan. A first draft has been circulated to partners for comment by the National Forest. It is due to be concluded Q1 2021/22.
Support private householders to improve the energy efficiency of their homes and help those in greatest need to access Government grants for affordable warmth	Year to date we had a promotion of the LCC Warm Homes Scheme in August including Updating the information our Customer Services Team have available to them and the information on Council webpages. We also sent out information through a range of forums including our Community Focus Team for distribution to Community Group contacts, the Landlord Forum and Landlord support group contacts. Information also distributed among key internal contacts.
Complete the installation of air source heat pumps in council homes and assess tenant satisfaction	A total of 365 Air Source Heat Pumps have been installed in tenants' homes and overall satisfaction has been high.

<p>Undertake feasibility studies for 4 EV charging points across the district</p>	<p>We have completed electric vehicle (EV) charging point feasibility studies across 4 locations across the district and plan to complete installations at 3 of these locations (Whitwick, Thringstone & Castle Donington) by Spring 2021. This activity is funded from the council's climate change reserve (as approved by Cabinet) and a successful grant award from the Office for Low Emission Vehicles (OLEV). A feasibility study has also been completed at Coalville but the car park is currently a Covid-19 testing station and this has temporarily delayed any further activity.</p>
<p>Continue the delivery of our Zero Carbon Roadmap</p>	<p>We have installed electric vehicle charging points in our council car parks in Whitwick, Thringstone, Castle Donington and we are undertaking feasibility studies in Coalville. We are undertaking a fleet strategy review to inform and influence our vehicle replacement strategy. Housing is rolling out a home improvement programme to improve energy efficiency of some of our housing stock with the support of Green Home Grant funding. Leisure Services has commissioned a cycling & walking strategy. Planning is reviewing our Local Plan and considering climate change impacts, including renewable energy and building standards.</p>
<p>Review our employee travel and allowances to help deliver the Zero Carbon Roadmap</p>	<p>An external study was commissioned during the quarter to analyse the current position and to consider recommendations for the future. This review will involve employee and trade union engagement which will commence during 2021/22.</p>
<p>Support the Litter Strategy for England through our partnership working within the Roadside Litter Working Group</p>	<p>There has been a significant increase in the level of volunteer litter pickers in the district. This has required a refresh of the Litter Picking guidance and processes for acquiring litter picking equipment. As a result of this increased interest in local communities in 2021/22 the council will be launching a new fund for litter pickers and a new approach to tackling litter and fly tipping across the district.</p>

Work in partnership with local haulage companies to tackle layby litter	This was not possible due to Covid-19 restrictions and will be embraced within a new action in 2021/22 entitled "Litter taskforce".
Achieve 50% recycling rates by 2023	In progress
Reduce carbon emissions at the new Whitwick and Coalville Leisure Centre and Ashby Leisure Centre by 20% by 2024	In progress with Everyone Active and adaptations to Hood Park as well as the replacement of Hermitage with the new leisure centre.
Replace lighting in NWLDC buildings with LED lighting to reduce energy consumption	Due to Covid-19 and the impact on available resources, the planned improvements to sheltered housing schemes was placed on hold. The improvements will see the communal lighting changed to LED sensor lighting to reduce energy consumption.
Reduce vehicle emissions from licensed Hackney Carriage and Private Hire vehicles	This policy has been deferred until September 2021.
Help 250 fuel poor households to receive funding for loft and cavity wall insulation and replacement boilers	As part of the Home Improvement Programme for 2020/21, 40 properties benefitted from new boilers and a further 6 had full central heating replacements. A further 76 properties have been identified for loft and cavity wall insulation though a free scheme being led by E-on. This work was placed on hold in December due to local restrictions introduced due to Covid-19 resulting in the work being delayed until 2021/22. Also in 2021/22 56 more properties have been identified for a variety of improvements under the Green Homes Grant (GHG) scheme which could include insulation, including External Wall Insulation, PV Panels, Air-Source Heat Pumps. Both the E-on and GHG scheme are subject to an eligibility criteria which includes the property needs to have an Energy

	Performance Certificate rating of below D and be able to achieve a C. There is also a household income threshold for the GHG scheme.
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Performance Indicators - Developing a clean and green district

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

Performance Indicator 2020-21	Actual	Target	RAG	Commentary
Number of trees delivered to the local community to expand the district's National Forest area	0	13,000	▲	Planned to deliver the scheme in November 2020 – delayed until February 2021 – now taken the decision to defer until November 2021 due to covid19.
Percentage of fly tipping in district is reduced by 3% over the year	112.7% (Increase)	3% (reduction)	▲	Due to multiple reports of the same fly tip over 50% of these cases where in fact duplicates. There was also huge increase in waste being left by volunteer litter pickers, these were also logged as fly tips leading to this misrepresenting increase. Moving forward, a new system has been introduced for the volunteer litter pickers which enables them to log their waste collections separately to fly tipping reports and a new process is in development which will dramatically reduce the number of duplicated cases being logged.
Percentage increase on yearly recycling rate by 1%	1.3%	1%	★	*Please note this is the recycling rate for 2019/20 confirmed by Defra in April 2021. The recycling rate for 2020/21 will be confirmed by Defra in December 2021.
Amount in kgs of household waste sent to landfill per house, per year	130.45Kgs	125kgs	▲	Above the target, however due to people following Covid-19 stay at home guidance during the period, more waste is being generated in a residential setting as more people are working from home. Those people

						who are not of working age are also staying at home more due to the current pandemic. Also additional waste is generated over the Christmas and New Year period which is captured during this quarter. The high levels we're collecting has been maintained since Christmas due to the pandemic. Usually we would expect the levels of waste to decrease by mid-January, this has not been the case.
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Value for Money

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




Performance Indicator 2020-21	Actual	Target	RAG	Commentary
Amount of income generation from the sale of Legal Services	£26,199	£11,000 per month £33,000 per quarter	●	Slightly below target due to the effects of the pandemic and team vacancies. Income was quite a lot higher for this quarter in comparison to previous quarters due to invoices raised in March to fulfil end of year financial requirements. The team has reviewed its billing processes and going forward will be generating monthly bills to give a more accurate assessment of its income throughout the year. Income from planning work made up approximately 64% of Legal income for the year. The team is implementing a new marketing strategy for 2021/2022 and is committed to undertaking activities to bring in more external work.
Percentage of rent loss	N/A	0.75%	▲	Performance has not achieved the target as we have applied flexibility to tenancy start dates for tenants to move home due to Covid-19 restrictions. At the beginning of 2020/21 people could not move home unless they were in an emergency housing situation resulting in some homes being left empty for longer than normal. The standalone performance for Quarter 4 was 34 days which was a slight increase of 2 days compared with the preceding quarter. 87 properties were let during the quarter averaging 34 days.

					The cumulative performance is 35 days with 274 properties being let during the year.
Amount of spend on agency workers is reduced to £1m in 20/21. (Annual figures in table).	£1,462,092	£1,000,000	▲		The agency spend has been significantly impacted by the COVID-19 pandemic. Extra staff were needed to support key services throughout the year.
Percentage of Council Tax Collected (in year target)	96.6%	96.7%	●		Due to Covid-19 restrictions we were unable to progress cases to magistrate court following issue of summons.
Percentage of National Non Domestic Rates (in year target)	96.6%	99.20%	●		Due to Covid-19 restrictions we were unable to progress cases to magistrate court following issue of summons. The team have bene involved with payment of grants to businesses
Amount of days taken to process new claims	15.0	18.7 days	★		In year cumulative target met
Percentage of rent collected from commercial tenants	97.12%	98%	●		
Percentage of commercial units occupied per annum	88%	90%	▲		
Amount of annual income achieved by the In-house Repairs Team at least £5.2 million	£1,491,341.	£1,300,000	★		

74

Corporate summary of performance indicators drawn from all documented areas above.

Performance Indicator 2020-21	Actual	Target	RAG
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Number of targets achieved	15	32	
Number of targets within 5% variance of target (10% financial)	6	0	
Number of targets Not achieved	11	0	

Sickness Report Q3 2020-21

Management of Absence

Sickness Report

- 1.1 In 2020/21 there were 2533 FTE days lost due to sickness. This equates to 5.36 days lost per full time equivalent employee (FTE). This figure is significant below our corporate target (8.0 FTE days) and significantly lower than last year's figure of 10.68 days/FTE.
- 1.2 Community Services (7.91 days/FTE), Housing (5.87 days/FTE) and Planning and Regeneration (3.63 days/FTE) were the work areas with the highest levels of sickness in the year.
- 1.3 75% of all sickness in Community Services and 68% in Housing was the result of long term sickness, the majority of which has now ended. Overall, long term sickness accounted for 69% of all sickness.
- 1.4 Waste Services (41% of all sickness), Housing repairs (15%) and Environmental Protection (10.22%) were the teams with the highest proportion of sickness across the council. Musculoskeletal was the most common causes of sickness in all three of the above areas. Waste Services and Housing Repairs had the highest rates of confirmed cases of Covid-19.
- 1.5 Musculoskeletal (32%), followed by stress (23%) and confirmed cases of Covid-19 (10%) were the most common reasons for sickness.
- 1.6 The table below illustrates the most common reasons for sickness as a percentage:

Absence Reason	Percentage of sickness by reason
Back pain - sprain - strain - musculo- skeletal	31.60
Stress - depression - anxiety - psychological (non-work related)	11.49
Stress - depression - anxiety - psychological (work related)	11.23
Covid 19 - Positive Test	10.27
Stomach - bowel - gastric - intestinal	9.90

Operation / Post Op	6.14
Cold and Flu	5.29
Infectious diseases	3.39
Headache - migraine - neurological	2.82
Ear nose & throat - dental	2.76

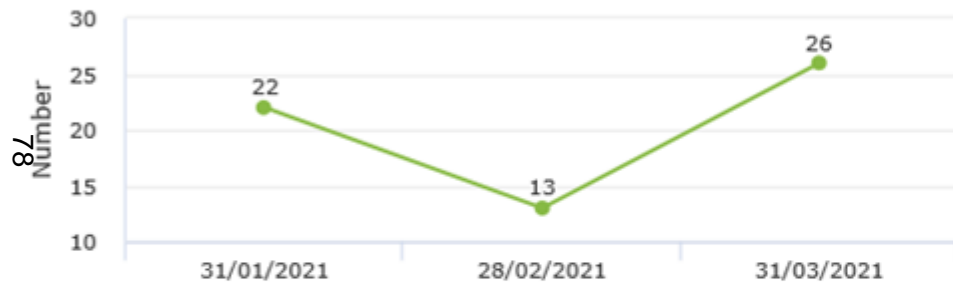
- 1.7 Absence due to Covid-19 is not included in the sickness figures unless the employee tested positive or had side effects to the vaccination resulting in time off. This approach is in line with national guidance. In order to limit the spread of this virus, covid related sickness is recorded as non-sickness absence until the employee tests positive. These changes in sickness reporting arrangements undoubtedly affected the recorded sickness for the year.
- 1.8 There were 38 counts of sickness reported due to a confirmed Covid-19 test or side effects from the vaccine. In addition, there were 421 instances of self-isolation in total, out of this 188 instances involved employees isolating while continuing to work from home.
- 1.9 Organisationally long term sickness accounted for 68% of all sickness. Currently there are 5 open long term cases. Senior HR advisors continue to monitor and manage these cases in conjunction with Occupational Health and their line managers.

Customer Feedback

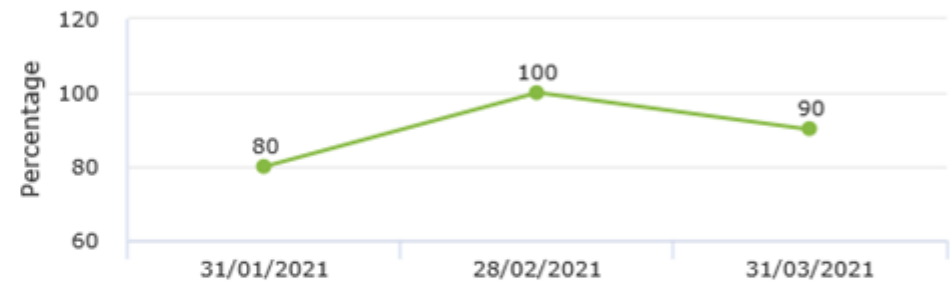
The Housing Ombudsman has recently launched a Complaint Handling Code to support effective complaint handling and prevention alongside learning and development. A self-assessment undertaken in November 2020 has confirmed the Housing Service at North West Leicestershire District Council is fully compliant with the current requirements set out in this code.

Performance Indicator	Community Services	Customer Services	Economic Regeneration	Finance	Housing and Property	HR and Organisation Development	Legal and Commercial Services	Planning and Infrastructure
*PI003 - Number of compliments received	23	6	2	2	26	0	1	1
*PI004 - Number of ombudsman cases received	0	0	0	0	0	0	1	0

Number of compliments received



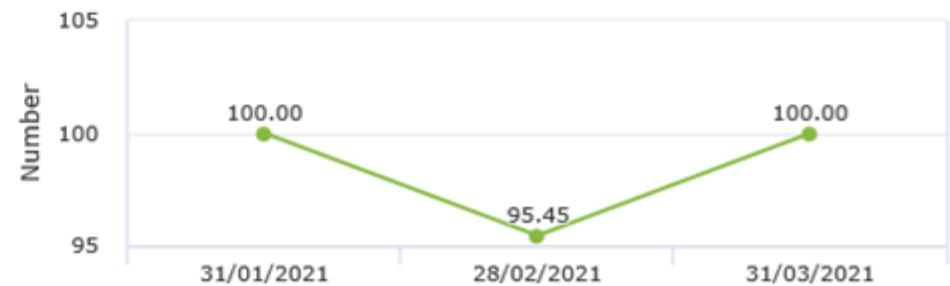
Percentage of stage 1 complaints responded to within 10 days



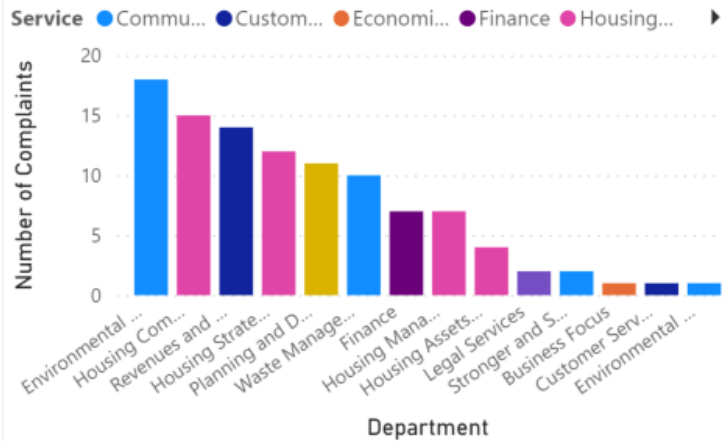
Percentage of stage 2 complaints responded to within 10 days



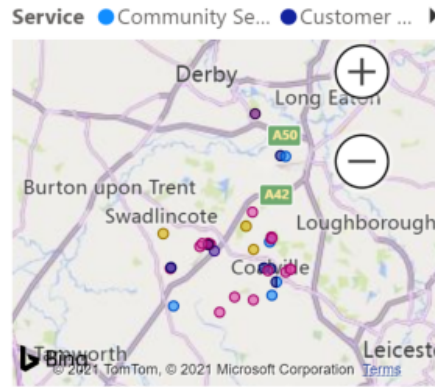
Percentage of MP enquiries responded to within 10 days



Number of complaints by Department



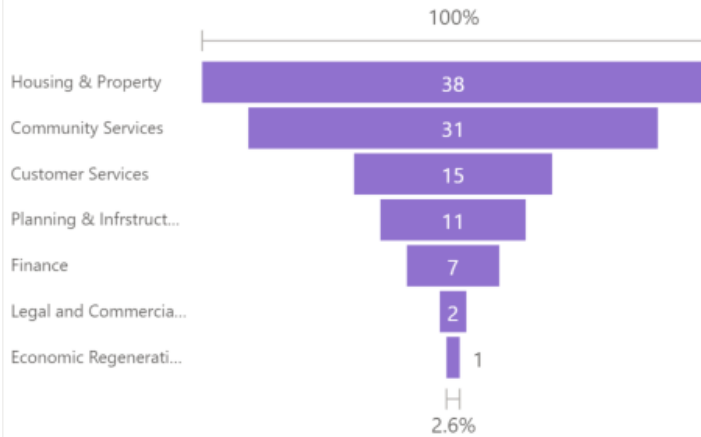
Complaints by Postcode and Service



Count of Complaint Number	Category
52	MP Enquiry
45	Stage 1
7	Stage 2
1	Ombudsman
105	

NWLDC Complaints Summary

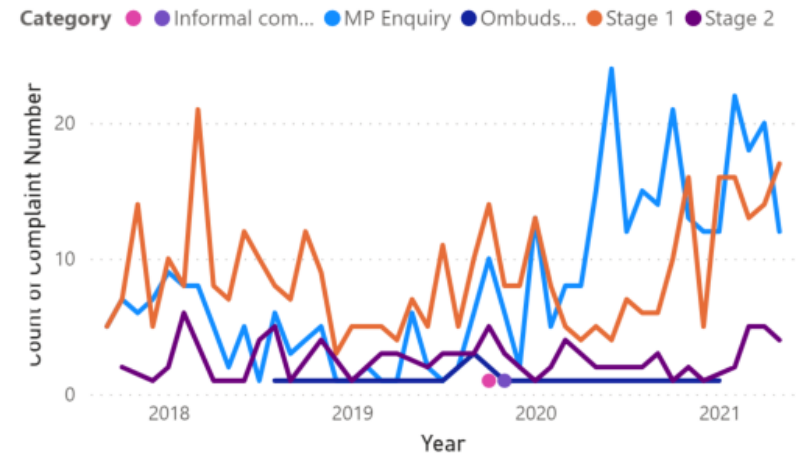
Complaints received by Service area



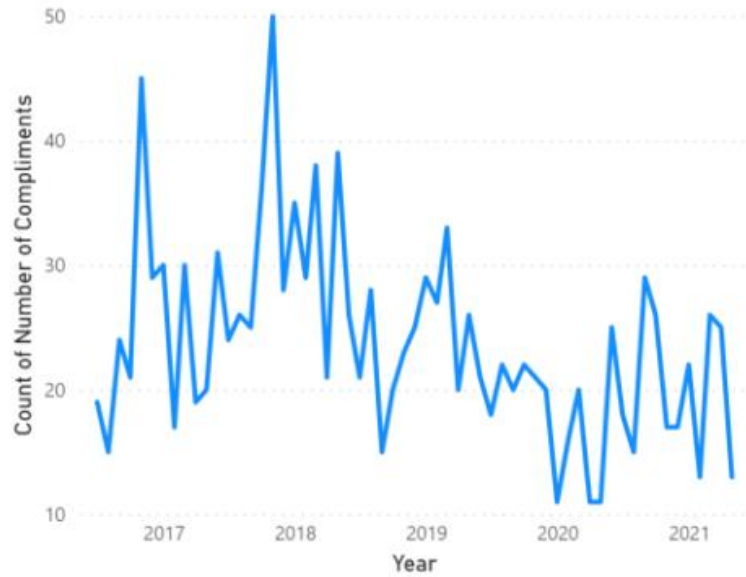
Number of Open Complaints where the due date falls within the quarter

1

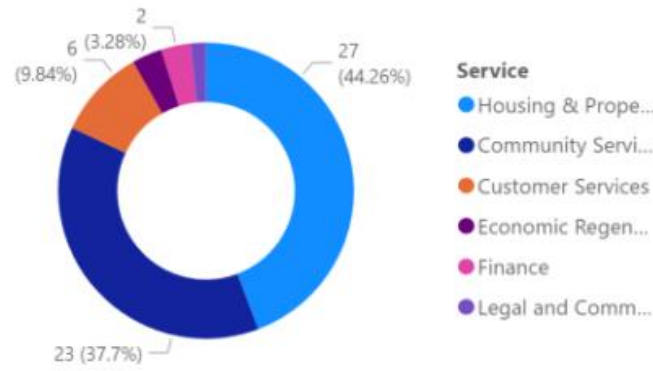
Numbers of complaints received by Due date and Category



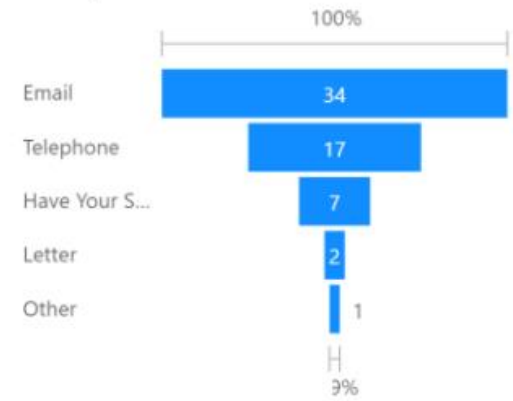
Number of Compliments received over time



Compliments received by Service Area

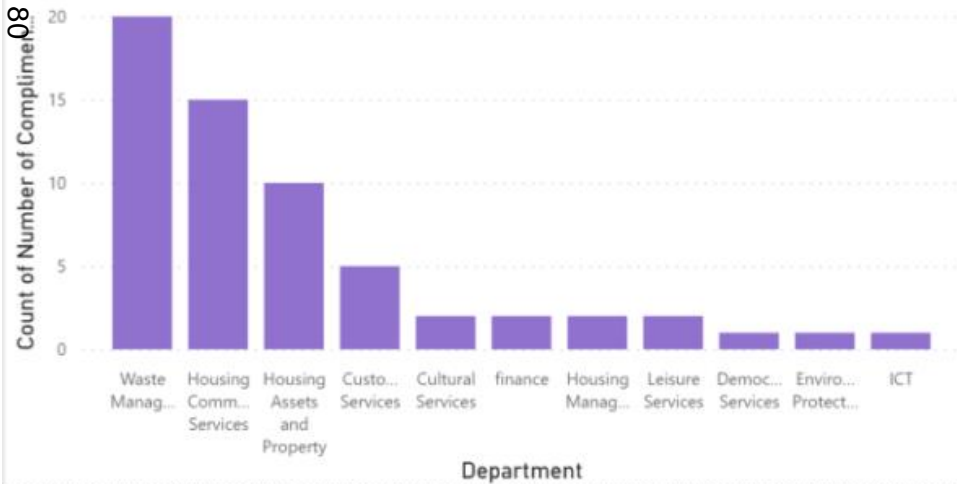


Compliments received by Method of Receipt

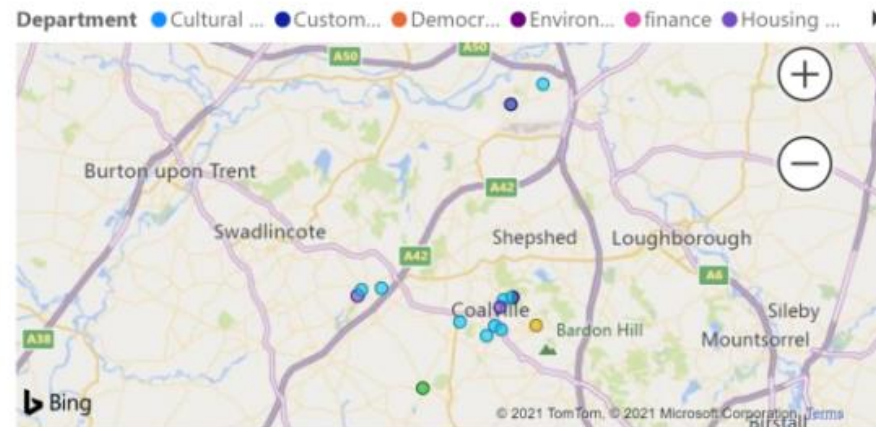


NWLDC Compliments Summary

Compliments received by Department and Category



Compliments received by Postal Code and Service Area



Customer Services Call Centre Statistics

Annual analysis of 540 replies provides an overall 90.75% satisfaction rating which has been influenced by COVID-19 and reflects the reduction to council services affected, seeing a lower response return and satisfaction rating since quarter 2. However despite this, the Customer Services department are still seen as achieving a high score in addition to receiving the Customer Service Excellence standard.

In March 2021 we have seen more calls than March 2020, an increase by 8.58%. This also shows an increase in the quarterly calls which are up by 6.5%, and therefore the Year to date (YTD) figures show we had 3,289 more calls overall. This is expected with the COVID pandemic and a service issues/demands, these included this quarter being the period that sees Council Tax bills being sent out and normally sees a rise in demand.

An increase in call demand due to the pandemic and service demands also means an increase in dropped/lost calls seen in the abandoned stats affecting Q4. However overall for the year we answered more calls and therefore our YTD abandoned figure is 8.77%, an improvement of 629 less calls lost on 2019-20.

Due to receiving more calls the average handling time was up by 1:39 minutes and therefore this had the knock on effect of increasing the average call wait time up by 0:18 seconds.

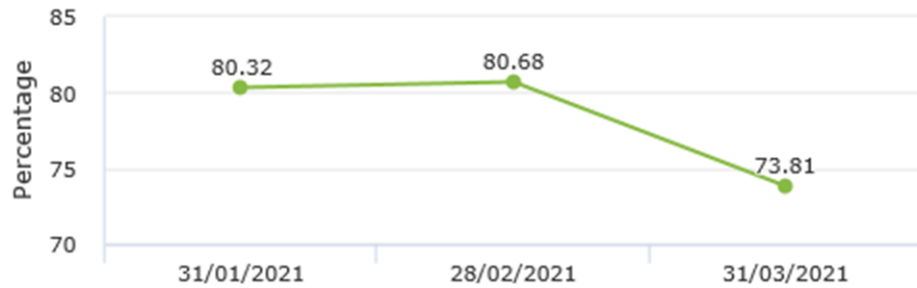
Quarterly, the average call wait time was the same when compared to the same period last year even though the handling time was up by 1:21 minutes on average.

We answered 1,116 more of them more quickly than in the previous year, whilst calls took on average 45 seconds longer. Despite this, the average wait time went up by only 1 second.

Customer Services Call Centre Statistics Graph

Measure Name		Jan 2021	Feb 2021	Mar 2021
PI029 - Percentage of calls answered in the call centre	Actual	80.32	80.68	73.81
PI030 - Percentage of Call centre rate of abandonment	Actual	10.38	10.57	13.09
PI032 - Average amount of minutes a visitor has to wait before they are seen by Customer Services	Actual	0	0	0
PI235 - Amount of seconds for customer call waiting time average	Actual	66	76	99

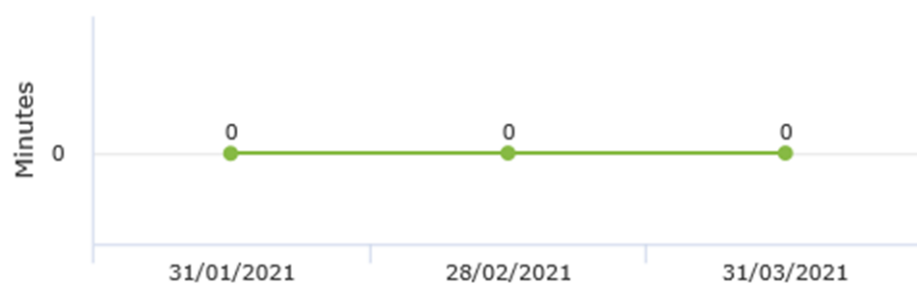
Percentage of calls answered



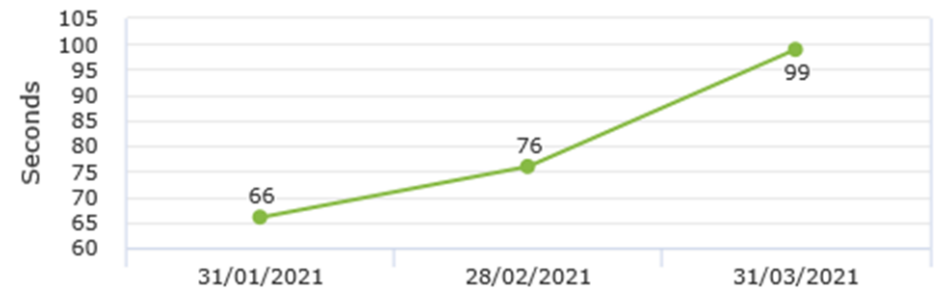
Percentage of calls abandoned



Average amount of time a customer waits before being seen



Average amount of seconds for customer calls waiting time



Finance

A separate report on the 2020/21 revenue budget outturn will be reported to Cabinet on 27 July. This will allow time to fully understand the impact of COVID on the Council's finances particularly in relation to Council Tax, Business Rates and reductions in fees and charges as well as the final levels of Government financial support relating to COVID.

Health and Safety

1.0 The main focus in Health and Safety during 2020/21 was supporting managers and employees in the workforce to be able to work safely during the COVID-19 pandemic. This involved responding to government guidance about COVID-19 safety in workplaces, considering the impacts on our services and methods of operation and responding quickly to introduce new measures, and completing risk assessments at an individual and job level while minimising the impacts and risks to our customers and services.

The pandemic placed a new emphasis on the need for robust risk assessments for all of our operations, and these were considered in relation to the many job roles. Some of the pre-pandemic risks in the workplace were reduced – the overall number of vehicular journeys were reduced, and some of our service areas were suspended where they could not be continued safely or in response to the government guidance or to minimise the potential risk of spread to our customers.

The Health and Safety Officer worked closely with our critical services – particularly those where social distancing arrangements were complicated and in areas of the workforce impacted by quarantine and the needs of self-isolation. One area requiring significant input was the waste services functions, and during the early days of the pandemic, daily meetings were arranged with the management and involved very close working with the local trade unions to maximise the safety of the workforce.

Waste was considered to be a a critical service due to the potential risks to public health if not managed effectively, and accordingly arrangements were put in place by the waste management team to enable the refuse facility to prioritise and continue with minimal interruptions throughout wherever possible. Support was also provided to other critical services to assist with the continued provision of services wherever possible.

1.1 Accident/incident Statistics Analysis

Category	2019/20	2020/21
1 .Slip, trips and falls	8	12
2. Manual Handling	5	15
3. Contact with static object	10	3
4. Struck by moving object	12	9
5. CoSHH	0	1
6. Other types of incident	3	2

Totals	38	42
Health and Safety - Near Misses	6	11

The largest increase by type of accident/incident this year was identified as Manual Handling. There has been a significant increase from 5 (2019/20) to 15 in manual handling injuries in 2020/21, the majority of these were in the Internal Housing Repairs Team and the Waste services with 7 incidents in each. Manual handling training has been put in place where possible – COVID-19 restrictions permitting.

1.2 Analysis

There were a total of 42 reported accidents/incidents to employees in 2020/21. An increase of 6 on the previous year.

All accidents were recorded on our new SHE software system, and actions to mitigate / prevent future occurrences were considered in each case in conjunction with the reporting manager. Any follow up actions are now sent by automatic e-mail reminders generated by the SHE software system.

The new case management and logging software was implemented during the year across the Council the associated training was delayed due to the pandemic but has now been completed for managers across the Council.. There was an increase in reportable (RIDDOR - Reporting of Injuries, diseases and Dangerous Occurrence Regulations) accidents with three in the year compared to one in the previous year. The incidents were reported to the Health and Safety Executive (HSE) in accordance with the RIDDOR regulations. All three incidents involved waste operatives. Following investigation, none of the RIDDOR incidents were found to have occurred as a result of defects in the workplace or in systems of work.

1.3

With many of our employees working from home during the pandemic, Display Screen Assessments (DSE) were scheduled to ensure home working arrangements were effective and safe, The Council also put in place arrangements to support employees when remote working and to especially assist those who were affected by mental health considerations.

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APPENDIX 2

MINUTES of a meeting of the CORPORATE SCRUTINY COMMITTEE held in the Council Chamber, Council Offices, Coalville on WEDNESDAY, 9 JUNE 2021

Present: Councillor R Boam (Chairman)

Councillors E G C Allman, D Bigby, A J Bridgen, G Houlton, V Richichi (Substitute for Councillor B Harrison-Rushton), S Sheahan and N Smith

Portfolio Holders: Councillors A C Woodman

Officers: Mr A Barton, Mr C Colvin, Ms E Kenyon, Mr J Knight, Mr C Lambert, J Marshall, Mr M Murphy, Mr P Sanders, Mrs B Smith, Mrs R Wallace, Miss E Warhurst and Mr P Wheatley

10. 2020/21 QUARTER 4 PERFORMANCE REPORT

The Head of Human Resources and Organisational Development presented the report.

During discussion, several questions of clarity were sought and answered by officers from the relevant service area.

In response to a question in relation to retail units in the District, the Head of Economic Regeneration agreed to provide more information on the number of units in Ashby compared to Coalville outside of the meeting.

A question was raised regarding the number of council homes sold under the Right to Buy Programme, the Head of Housing reported that it was approximately 45 homes and would confirm outside of the meeting.

Some concern was raised that zero trees had been delivered to local communities, especially considering the climate change agenda. The Head of Community Services explained that due to the Pandemic, Public Health guidelines restricted contact with the community and therefore this service had been paused. The intention was to continue this service later this calendar year once the restrictions had been lifted and there were no concerns that targets could not be reached going forward.

A discussion was had on the large increase in the amount of fly tipping, and it was acknowledged that this was a problem across the country which had been exacerbated by the Pandemic. The Head of Community Services reported that work was being undertaken in this area with the street cleansing team, community groups such as the "Wombles" and litter pickers to make improvements. He also assured Members that enforcement was still a priority, and the budget was in place for cameras to be erected to detect fly tipping. The Council would continue to push forward and would prosecute offenders when caught.

In response to a question regarding the council spend on agency staff, the Head of Human Resources and Organisational Development explained that the overspend was entirely as a result of additional support required to run critical services during the Pandemic. There were a number of staff that were shielding or unable to work during the lockdown periods and therefore additional agency staff were brought in on that basis.

A comment was made on the target to seek external funding as it seemed to have been met by filling in the application forms rather than securing the funding itself. It was suggested that Scrutiny monitor how the targets are set more carefully. A request was also made for

future reports to include an approximate figure on expected funding as well as the actual figure of funding received, for comparative purposes.

A request was made to receive a copy of the options appraisal for Moira Furnace as the report stated that it had been completed. The Strategic Director agreed to speak to the relevant officer and provide further information outside of the meeting.

In response to a comment made on the drop in figures in relation to the call centre statistics, the Strategic Director agreed to provide further narrative to Members outside of the meeting.

It was moved by Councillor N Smith, seconded by Councillor E Allman and

RESOLVED THAT:

The report be noted and comments made by the Committee be presented to Cabinet when it considers the report at its meeting on 27 July 2021.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 27 JULY 2021



Title of Report	CORPORATE ACCOMMODATION	
Presented by	Cllr Richard Blunt Leader of the Council	
Background Papers	<u>Corporate Scrutiny Paper 9 June 2021</u>	Public Report: Yes (EXCEPT ANNEX C)
	<u>Cabinet Paper 4 Jan 2020</u>	Key Decision: Yes
Financial Implications	Financial implications are detailed in the report and the business case. An update to the Capital Programme to facilitate the changes set out in the report will also come before Council at its September meeting. The preferred approach demonstrates value for money, and is a far more justifiable case than those considered previously with regard to the wholesale replacement of the existing offices on London Road car park and/or a major reconfiguration of the existing building as covered in the report. The capital programme is able to accommodate the envisaged spend (subject to Council request).	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	The legal team has been engaged in the development of the proposal, and has provided advice on the WBC tenants, land holdings and access issues. The process followed is a compliant business case and is intended to follow the correct decision making route.	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	The new ways of working and the proposed changes to accommodation work together to deliver us a far more agile, fit for purpose and customer focused council, as well as contributing to a number of Corporate Objectives set out in the CDP.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To agree the Business Case for changes to NWL accommodation in light of the new working model and future need for office accommodation.	
Reason for Decision	To obtain the necessary permissions for the accommodation changes in line with the constitution, request to Council for changes to the Capital Programme to enable this, and	

	delegate future work to officers in consultation with the Leader.
Recommendations	<p>CABINET IS REQUESTED TO :</p> <ol style="list-style-type: none"> 1. AGREE THE PROPOSED CHANGES TO THE COUNCIL HQ OFFICE ACCOMODATION AS SET OUT IN THE REPORT AND BUSINESS CASE. 2. AGREE THE DEMOLITION OF THE HQ WHITWICK ROAD SITE ONCE VACATED, AND THE PRINCIPLE OF ITS DISPOAL SUBJECT TO A FURTHER REPORT TO CABINET DETAILING THE APPROACH, SO AS TO BE IN COMPLIANCE WITH THE COUNCIL’S DISPOSAL POLICY. 3. REQUEST COUNCIL TO UPDATE THE CAPITAL PROGRAMME TO REFLECT THIS DECISION ALLOCATING £3.52 MILLION FOR THIS PROJECT AND REMOVING THE ELEMENTS OF THE EXISTING CAPITAL PROGRAMME TOTTALLING £3.74 MILLION NO LONGER REQUIRED, AS DETAILED IN PARAGRAPH 7.3. 4. TO APPOINT IDP TO ACT AS THE PROJECT MANAGERS & ADVISERS AT A COST OF £116,050.00 AS SET OUT IN SECTION 9 OF THE REPORT. 5. TO DELEGATE ALL FURTHER DECISIONS IN PERSUANT OF THE ABOVE TO THE STRATEGIC DIRECTOR WITH RESPONSIBILITY FOR PROPERTY, IN CONSULATION WITH THE LEADER. THIS INCLUDES FUTURE CONTRACT AWARDS SO LONG AS THE PROGRAMME REMAINS INSIDE THE CAPITAL SUM AGREED BY COUNCIL AND IS IN LINE WITH THIS REPORT INCLUDING ANNEXES.

1.0 BACKGROUND

- 1.1 Members will recall in January 2020, following significant investigative work, a report came before Cabinet considering the future of our core HQ accommodation buildings (ie Stenston House and the current 1980s extension). This was prompted by the level of maintenance required for the current HQ buildings and the way in which their design impinges on the efficient delivery of services to customers and the way a modern workforce operates. A particular issue with the current layout of the building is around its cellular office nature, causing heating, lighting, and ventilation issues, along with an isolated office model being an obstacle to modern working practices.
- 1.2 In summary that report concluded that the 1980s / 90s extension was in effect nearing end of life and in need of considerable investment to bring it up to a safe and reliable workplace. The report detailed the essential works required to improve heating, lighting, exterior windows, roofing etc. The minimum investment required to undertake the essential work was estimated to be £4m at that time. This investment was simply to address the defects and end of life elements of the building, in-line with a planned preventive maintenance cycle, and to make it compliant with modern standards. The

report also outlined the minimal benefit to the Council's Net Zero Carbon agenda in the event these backlog works were undertaken.

- 1.3 Due to the level of investment required, two further options were considered which enhanced this work to include a major refurbishment, which moved the building into a more open plan and modern working environment, including updating key elements such as the customer experience and chamber . This investment was estimated in the region of £7.3m.
- 1.4 A further option was also included which considered the demolition of the 1980s and 90s element and the creation of a completely new council building. The estimated cost of this was stated to be £7.8m.
- 1.5 Cabinet requested that a cross member working group be formed to consider the options further. Very shortly after this decision, the COVID19 pandemic developed and this project was paused as resources were focused elsewhere.

2. NEW WORKING MODEL

- 2.1 As part of the response to the pandemic, a new working model has been formed and implemented by the Head of Paid Service. This addressed the way in which the employees will work moving in the future and focused on putting the customer first, along with added agility for our staff. The key focus of the new working model is :
 - Putting the customer at the heart of how we work
 - Further enabling and empowering staff to deal with issues for our customers.
 - A focus on outcomes not simply outputs
 - Agility and flexibility for staff and work/homelife balance– supporting staff recruitment and retention.
- 2.2 All this builds on the changes to working practices which we have had to adopt as a result of the pandemic and the significant investment the council made to support agile and flexible working as a result.
- 2.3 In relation to accommodation the new working model is focused on a hybrid model of 50% office and 50% remote working. This will differ depending on the service provided and with ~~the~~ a focus on customer service determining how each service will work. This type of approach is being taken forward across the local government family (including our neighbouring District and County colleagues), as well as in most businesses in response to the impacts of the pandemic.
- 2.4 As part of the new model we are also working with partners to consider how we can further share space with other like services or provide services through other methods for example digitally or through town and parish councils. This isn't new to the Council as we already sharing office accommodation with police, Leicestershire County Council Registrars Service and the Citizens Advice Bureau (CAB). –We will work with our partners to identify how we can provide a single point of contact/access to our collective services.

3. OUR FUTURE ACCOMODATION AIMS

- 3.1 As a result of the above change in context we have revisited the accommodation work paused early last year. This report is a summary of this work, Annex A contains a Full Business Case on which this report draws.
- 3.2 Officers have reassessed ~~for~~ office accommodation requirements in light of the new operating model and in light of the wider aims and objectives in the Council Delivery Plan. Of particular importance is the desire to secure further regeneration in Coalville and our Carbon Reduction aims. In addition, we need to address the financial challenges we face as national funding of councils changes and requirement to close the £5m projected deficit in funding during the next five years, as well as the changing nature of office accommodation and use across our wider estate.
- 3.3 As such we have developed five aims for our accommodation work going forward:
- A. To provide a modern, efficient, accessible and welcoming HQ accommodation, that focuses on our customers; getting the most out of the time when people come together & maximises the advantages of the new working model
 - B. To ensure we embrace the carbon reduction, environmental and regeneration benefits of any changes delivering our Council Delivery Plan objectives
 - C. To provide a flexible suite of accommodation to best-suit the needs of today and the future including the continued collaboration with our partners
 - D. Assist with making NWL an attractive and modern place to work and helping our staff to achieve a healthy work life balance & presenting the council in as best way as possible.
 - E. To reduce the overall costs of running our accommodation and current liabilities and providing value for money to our tax payers.

4. OPTIONS CONSIDERED

- 4.1 In considering our future accommodation, we have reassessed the options already examined in previous work, along with two further options of relocating our core HQ, the future use of Stenson House and our customer facing service. These new options assume a reuse of existing NWL assets in preference to new build. This approach is in line with our commercial strategy of making best use of assets.
- 4.2 These options have been assessed against the objectives set out in Section 3 together with an assessment of the disruption required to undertake the option. This is to ensure that the impact on staff, members and customers is considered. The below table sets out the results of that work. The full business case (Annex A) provides a summary of the assessment work undertaken and how the ranking was achieved.

Option	Description of option	Rank
1	Minimum Updating Works to become compliant, safe and address maintenance.	5
2	Option 1 + refurbishment of existing building focused on customer	4

	and open plan	
3	New Build on existing site	3
4	Relocation of Core HQ, Stenson House to become a civic hub incorporating Customer Services	2
5	Relocation of Core HQ, Stenson House to become a civic hub, Customer Service provision closer to the customer.	1

4.3 It is clear that option 5 ranks the highest of all options assessed. There is a meaningful and significant gap in scores between this and the next nearest option illustrating this options strength. It therefore forms the preferred option moving forwards. The next stage of the work then moved on to consider how this preferred option could be delivered.

5. PREFERRED OPTION

5.1 The preferred option as set out above consists of 3 major changes:

- Relocation of HQ functions to elsewhere in the Councils estate
- Refurbishment of Stenson house to become a civic/democratic hub
- Relocation of Customer services closer to the customer

5.2 Head Quarters relocation

5.3 As part of taking the preferred option forward a review of the existing estate was conducted. The only alternative location suitable asset is the Whitwick Business Centre (WBC). This was opened in 1998 with the concept of supporting local businesses developing and progressing. However, since 2015 the use of the building has gradually dropped, alongside a dwindling income stream for the council. At present it is just under 50% occupied by space with 12 tenants remaining. It remains relatively difficult to let due to competition and the changing requirements of future tenants. The asset also requires some remedial maintenance over the short/medium term.

5.4 Whilst the WBC was built using grant funds, and following legal and conveyancing investigations, as far as we are aware any conditions on the future use of the building from this point on are free from any restrictions, covenants or the like. The preference is to empty the WBC for a full refit.. We are actively engaged with the current tenants and have advised them of the council's intentions. We are working with them to bring to an early end their tenancies through a series of support packages, where possible. The rest of this report and the business case is built on at least securing sufficient vacant space in the WBC to deliver the changes to the office accommodation as set out.

5.5 To achieve the aims of the accommodation work we will make WBC a modern flexible workspace which provides a core hybrid working environment for staff. Due to its construction type it is ideally suited to being retrofit into the style envisaged by the

project. The focus of this building will be the back office functions of the council. In summary :

- Total refit of the building including refitted toilets, showers, lift and central amenities
- Provision of new kitchens, relaxation and communal informal meeting spaces
- Provision of formal meeting space at 1:1 level and larger meetings to allow confidential working and/or discussions to take place.
- Facilities to make video calls without disrupting others within the office space.
- Central 'hub' at ground floor level to give alternative location for breakout / collaboration with colleagues and partners and informal meetings.
- Provision on new outside spaces for business use
- Furnishing with an appropriate mix of desk, touch down and group working spaces In line with the new working model capacity of approximately 120 people at any one time (this is a validated figure based on real office use pre pandemic and staff surveys on working type and style in light of the new working model)
- Electric charging points for vehicles, solar panel feasibility, upgrades to the thermal envelope and a general upgrade to the carbon credentials of the building.

5.6 Refurbishment of Stenson House

5.7 The second element of this option will include a refitted Stenson House to establish a civic and democratic hub for Member-related activity. The building itself whilst not listed, sits within a conservation area. It is also a very traditional construction type which inhibits any major changes to the fabric of the building without significant disruption and cost. The focus for this building will be all civic/political meetings/events.

5.8 Most of the ground floor is leased to either CAB or the LCC Registrars Service. We do not intend on changing this approach. As the preferred option includes the relocation of the 1980s/90's office block, we will however need to gain access through the original 'front door' of Stenson House, as the 'linking corridor' will be removed. The changes in summary are :

- Provision of new access to upper floor by reinstating the existing front access and removal of the linking corridor to the rear
- Reinstatement of external façade at rear of building once the 1980s / 90s block is fully decanted.
- Provision of a new disabled access lift from the ground floor lobby to the first floor providing greater accessibility
- Complete redecoration and refit of core elements of the building
- Provision of meeting and gathering rooms for members (informal and formal) to enable committees and other such meetings to take place
- Complete refit on the chamber, including IT and new flexible layout & furniture to ensure its future longer term use and flexibility.

- Relandscaping of the exterior and retention of the London Road car park

5.9 Members will be invited to informal consultation regarding the details of the redevelopment as the scheme progresses.

5.10 Relocation of Customer Services to a Town Centre Location

5.11 A key part of the new working model is to provide a modern customer service experience. During the pandemic it has been clear that the vast majority of our customers are able to access our services remotely. This will continue to be our core provision and we will widen digital access to our services, in line with the Council Delivery Plan. We will enable customers to connect with us in different ways, for example drop in video conferencing etc in some parish/town locations and web- chat – this will be part of the wider roll out of other contact options over time.

5.12 We are also aware that some of our customers prefer an element of ‘drop in’ face to face service or via appointment. To ensure that we bring our services closer to our customers we will locate a new customer service centre in Coalville town centre. This will help to support the town centres’ regeneration (by increasing footfall), supporting town centre landlords, and make us more visible to the public. In summary this means :

- We will relocate our customer service ‘front door’ to Coalville Town centre
- This will enable us to triage drop in service requests, face to face meetings, and enable key partners to provide a co-located front door (for example the police front desk)
- It will include some automation/electronic provisions of service (eg kiosk) alongside face to face and remote contact to officers where needed (no matter where they are working from)
- We envisage this will be provided for the medium term, with a review in 5 years so that we are able to keep up with changing demands and trends in customer service.

5.13 A key part of this approach will be an updated Customer Services Strategy which will come forward later this year. This will address how the opportunities presented by the move can be optimised and consider how we work with partners. It will be introduced alongside the proposed move to a town centre location. This will route via Corporate Scrutiny before coming to Cabinet later this year. This piece of work will also include investigation into the further use of existing community facilities in the areas of Ashby, Castle Donnington and Measham which may enhance customer access.

6. DISPOSAL OF HQ SITE

6.1 As part of the preferred option we will vacate the current 1980s/90s building off Whitwick Road. As set out above the linking corridor from this building will be removed as part of the Stenson House refit. Demolition of the building will take place once the other works have completed.

6.2 The future use of the site will be reserved for further consideration through the normal council process, however it should achieve objectives contained in the Council Delivery Plan and be focused on regeneration of Coalville and/or housing delivery. Assuming the latter a broad expected net receipt has been factored in to the financial appraisal of the project and is anticipated to be in the region of £1.2m. This will be subject to a more detailed marketing exercise as the programme develops and the

final disposal will comply with the Councils Disposal Policy and be reported back to Cabinet.

- 6.3 The demolition of the building will ensure that the access to the houses that currently hold access licenses are retained, along with access to the Bowls Club. It is likely that this will be achieved from the London Road car park to ensure as cohesive a site as possible. These parties have been informed of our intention.

7. FINANCIAL CASE

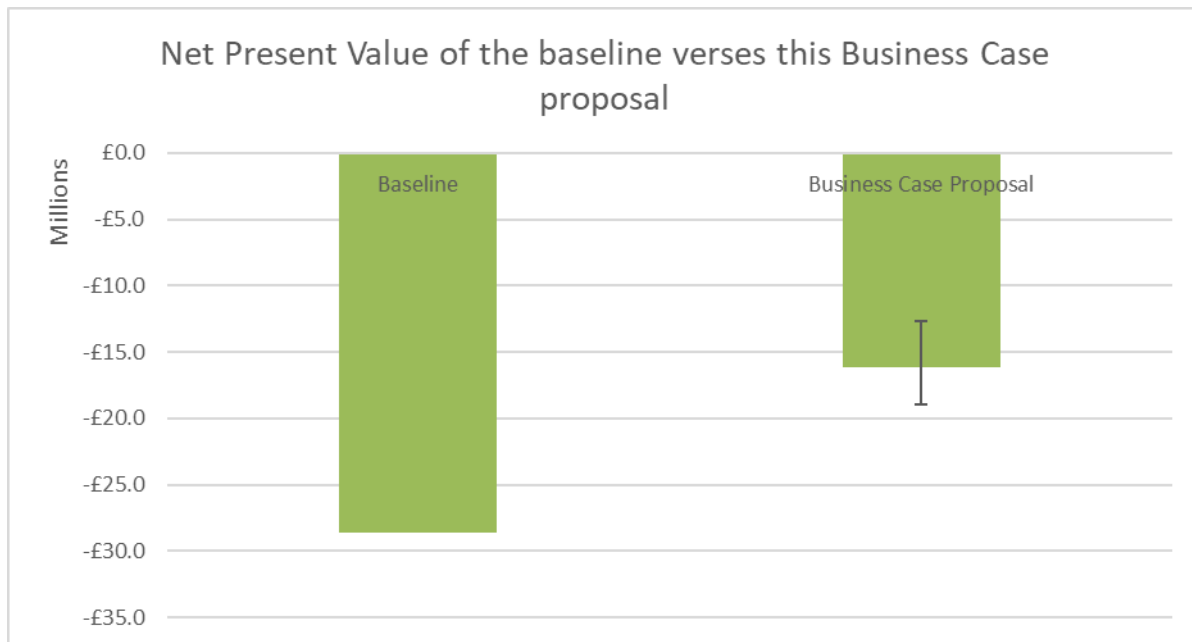
- 7.1 The business case sets out the summary financial position for Option 5 (the preferred option set out in this paper) against the current budget position, which is to complete the minimum amount of works to continue to operate the council offices in their current guise. This has been based on an assessment of our current running costs with prudent assumptions for how costs may change if the preferred option is adopted. These assumptions include:

- A 48% reduction in running costs of the Council Offices and Stenson House.
- Additional running costs of c£85,000 per year for the new premises in Coalville.
- The loss of 88% of income from the Whitwick Business Centre, which will reduce from a budgeted £210,000 to £25,000. The average income for the past three years has been lower than this, at £170,000 per year.
- Capital costs of £3.5 million to deliver the changes set out in this report, including contingency.
- A capital receipt from disposing of the surplus council office site of £1.25 million.

- 7.2 With regards to revenue costs, the demolition of the 1980s section of the Council Offices should see a significant reduction in the ongoing running costs of the council offices. However, there are some increases due to the lease for the new customer service centre and reduction in rent from existing tenants at Whitwick Business Centre, it is anticipated that the preferred option will see a very slight increase in running costs of circa £5,600 p.a. for the first 10 years, at which point a saving of c.£80,000 p.a. will be realised. This is based on the worst case known at the time of writing the business case and may improve before implementation.

- 7.3 The capital costs for option 5 are estimated to be £3.52 million with an estimated capital receipt of £1.25 million, bring the net capital cost to £2.27 million. This is a £1.47 million saving over the current five year capital programme for improving the council offices, representing a 39% reduction in net capital costs. Section 5.2 of the business case provides more detail on the capital costs and funding. The confidential Annex C sets out additional detail regarding the likely procurements to deliver the project.

- 7.4 The net present value, which assesses all the future cashflows associated with the life of a project, shows that the changed proposed to our accommodation costs significantly less over a 50 year period that our existing set up, as shown in the figure below.



7.5 The figure above includes a margin of error on the business case proposal, which reflects the movement in the net present value in an optimistic and pessimistic scenario. It demonstrated that even with the assumptions under a pessimistic case, the business case option is significantly more favourable, from a financial perspective, than our current use of accommodation.

8. OUTLINE BENEFITS & RISKS

8.1 Benefits

8.2 The following table attempts to capture the key outcomes and benefits arising from this programme of work.

Outcomes	Potential Benefits
Provide new office accommodation for Council staff at Whitwick Business Centre	<ul style="list-style-type: none"> • Improve working environment for Council Staff and hence the well-being of staff • Provide more appropriate work environment based on current and future ways of working • Provide flexible collaboration and team working areas (including external spaces) • Provide better environmental controls, leading to improved staff satisfaction • Improve staff retention & recruitment – people want to work in better offices • Refurbished offices will help support Carbon Reduction targets by providing more efficient environment • Maintain revenue from Registrars and CAB at Stenson House
Provide new Customer Services Centre	<ul style="list-style-type: none"> • Improve Customer Service Experience, providing a modern, purpose-built environment tailored for service delivery needs now and in the future

Outcomes	Potential Benefits
	<ul style="list-style-type: none"> • Make it easier for public to access council services – improved satisfaction, less complaints • Dedicated town centre location 'front door' for customer facing activity generating increased footfall • Incorporate modern service delivery proposals, such as 'self-service' functions • Potential for greater joint service provision with other public sector partners
Demolition of existing Council Building	<ul style="list-style-type: none"> • Reduction in ongoing revenue costs • Reduced requirement for future maintenance • Unlocks land for future development/sale, providing capital receipt to help financially support development proposals and increase regeneration aims
Wider Social Value	<ul style="list-style-type: none"> • The programme will ensure the use of local labour and local suppliers wherever possible – thus maximising the amount of local spend as a result of the Council's investment • Creation of construction job opportunities as a result of the Council's investment • Local spend in local cafes etc. from the contractors and their respective supply chains

8.3 Risks

The team have prepared a detailed programme-wide risk register although the table below captures the key macro risks that Members should be aware of at this stage:

Risk Name	Risk Description	Treatment Action
Reputational damage	Public opinion does not support the Council investment in offices and it is not seen as 'value for money'	Communication/Engagement plan developed that identifies the benefits of the proposals for the community as a whole, including reduction in operational costs & efficiency savings
Business Continuity	Impact on Council Services during refurbishment works	Developed plans to include any required decant strategies and also phasing to ensure minimal disruption to services
Impact on Customer Service	Council Services can not be efficiently delivered from new accommodation	Stakeholder engagement to include customer service teams (and customers) to ensure that developed plans are cognisant of all current issues and suitable for the future

Insufficient Budget	Approved budget is not aligned with project costs	Proposed overall project costs (including potential savings, disposal costs, revenue savings, etc) to be reviewed with Finance department to ensure that the proposals are affordable. Following approval of the budget, robust cost control to be implemented and proposed costs revised throughout the design development phases
COVID	Further outbreaks of COVID (including new variants) impacts on the availability of materials or labour (including impacting on the performance of 3rd parties)	Continual review of Government and Construction Leadership Council COVID guidance. Programme to be developed that allows sufficient time for activities to take place. This will include the impact of maintaining social distancing on construction sites if this is likely to be a requirement
Capital Receipt	The capital receipt arising from the disposal of land occupied by Council Offices adjacent to Stenson House is not achieved within forecasted proceeds resulting in additional funds required which could ultimately require additional borrowing	Preferred option is still the most cost effective without the income. Early engagement with Property Consultant to gauge market interest and appetite for the land and manage the sale.
Lease	Lease for customer services cannot be agreed in time or terms are deemed to be too unfavourable for council. Alternative Customer Services Centre required, potentially impacting on cost and programme	Engage services of Property Consultant to support Council during lease negotiations. Agree Heads of Terms as soon as the approval is received for the preferred option. We are aware of multiple opportunities to deliver a Town Centre location.
Tenants	For some or all of sites we are not able to negotiate appropriate agreements with tenants	Early notification and engagement, enhancement and support packages to help transitions required for the preferred option. This has already started to be positively taken forward with the majority of tenants.

9. DECISION MAKING & DELIVERY

9.1 The decision making approach for this relocation is set out through the constitution. In summary this is :

- Corporate Scrutiny (held on 9 June) – Annex B contains the minutes from this meeting. In summary the scrutiny committee focused on :

a) Broadly supportive of the recommended option and approach set out in the paper

- b) How the split across three sites for council business would operate
 - c) Need to improve customer (including members) communication and accessibility to officer (which is subject to a revised Customer Services Strategy being developed during Q3 of this year)
 - Cabinet (27 July 2021 – this meeting) – decision to move forward (or not) with the changes set out above on receipt of business case, and request to Council for changes to the capital programme
 - Council (7 Sept 2021)– decision on the changes to the capital programme
- 9.2 Once the project is approved, the commencement of informal consultation will also commence with members & staff to address the practicalities of design, style etc.
- 9.3 In terms of delivery it is likely that the work for the three elements of the preferred option will run concurrently. Whilst it is subject to further detailed work, this broadly would result in the following date (these are tentative at present):
- Works to Stenson house completing in Spring/Summer 2022
 - Move to WBC Spring/Summer 2022
 - Customer Service centre Winter 2021 / Spring 2022
- 9.4 We intend to appoint IDP Consultants to assist with the delivery of the project. The Council used LOT 2, (project management) of the OJEU compliant Shared Business Services (SBS) framework, ref: SBS/17/NH/PZR/9256 to source the Supplier. The competition has already taken place under the framework and the Council was able to benchmark the IDP service offer and pricing against all other suppliers on the LOT.
- 9.5 IDP offered the most economically advantageous solution for the management and delivery of this programme. In line with our Contract Procedure Rules, (as the contract value is over £100,000, within a year), Cabinet approval is sought to award the contract to IDP.
- 9.6 Cabinet approval is also sought to grant delegated authority to the Strategic Director with responsibility for property services, in consultation with the Leader for future contract awards relating to the delivery of the Accommodation Programme within the approved expenditure of the capital scheme as outlined in this report including the Business Case & Annexes to this report.

Policies and other considerations, as appropriate	
Council Priorities:	Insert relevant 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 - Developing a clean and green district - Local people live in high quality, affordable homes - Our communities are safe, healthy and connected
Policy Considerations:	Corporate Disposals Policy will be followed in disposing of any asset Procurement & Contracts policy will also be followed in any procurement processes.
Safeguarding:	n/a
Equalities/Diversity:	The new spaces created will be accessible to all users from a DDA perspective and will incorporate the required technology for those with hearing aids / supportive hardware etc. EIA has been completed as part of Business Case and ongoing as appropriate.
Customer Impact:	As detailed in the report the intention is to move our Customer Service provision closer to our communities and improve the overall provision. Further work on our Customer Services Strategy will also take place in tandem.
Economic and Social Impact:	Detailed in the report and Business Case
Environment and Climate Change:	Detailed in the report and Business Case
Consultation/Community Engagement:	We have commenced consultation with our current tenants at WBC, and the premises with access off the rear of the car park to inform them of our plans and how we will be maintaining access for them. Internal consultation will also take place as detailed in the report.
Risks:	As detailed in the report, Business Case and ongoing project documentation.
Officer Contact	Andy Barton Strategic Director Andy.barton@nwleicestershire.gov.uk

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Business Case

Accommodation Programme

July 2021

Version 0.3 – Final Version

Key roles

Role	Name
Organisation	North West Leicestershire District Council
SRO	Andy Barton; Strategic Director

Document control

Version	Date	Amendment description	Circulation	Author
Draft v0.1	19.05.21	Initial Shell Document		IDP
Draft v0.2	07.07.21	Completed Draft		IDP
Final v0.3	08.07.21	Final Version		IDP

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1 Executive summary

1.1 Overview

This business case seeks approval for capital investment of £3.5m to rationalise the Council's operational estate to provide a new customer service centre; the creation of a civic and democratic hub and a new base for the Council's back-office workforce.

The programme of works will provide the following:

- Refurbishment of existing town-centre space to create a dedicated customer service centre, the location of all face-to-face contact with our customers, co-located with the Police as continued partners.
- Refurbishment of Whitwick Business Centre to create a modern, flexible and collaborative office environment for the Council's back-office workforce.
- Refurbishment of the first floor of Stenson House to create a dedicated civic and democratic hub for Member-related activity.
- Demolition of the existing Council offices and disposal of the residual site for redevelopment.

This programme of work will provide a catalyst to and act as an enabler for the Council's new ways of working strategy and will provide the physical spaces that are conducive to agile working together with a reduction in the Council's carbon (and equivalent greenhouse gases) footprint arising from its office accommodation.

The programme will generate a saving of £12.5m over the life of the business case and releases a prime development site to further support the regeneration of Coalville.

Following the approval of this business case & funds to deliver it, works will immediately commence to procure a professional team and continue developing the brief in to a workable set of solutions, phased over a 12 month period to build on the recent success of organisational agility.

1.2 Strategic case

The strategic case identifies the current situation and outlines the case for change and how the proposal aligns with overall council strategic plan. It has been established that the programme provides:

- A modern flexible office accommodation for the Council's workforce, that supports the Council's new operating model, enabling it to best service its customers.
- A new customer service centre, which reflects the Council's commitment to be accessible to its customers and continue its regeneration support for Coalville.
- A refurbished civic space, to support democratic, and civic functions.
- A reduction in the Council's carbon (and equivalent greenhouse gases) footprint arising from its office accommodation.
- An economically viable and value for money solution for the Council.

1.3 Economic case

The economic case identifies the options that were considered, developed, reviewed, appraised and shortlisted.

The shortlisting exercise resulted in the above Preferred Option and this business case demonstrates the risks, opportunities and capital and revenue implication of delivery.

1.4 Commercial case

The commercial case identifies the procurement route for the preferred option including, the appointment of the external consultants to support the council in the delivery of this complex programme of works.

Currently the proposed consultant team includes:

- Programme Manager – Appointed External Consultant (IDP)
- Project Manager - Appointed External Consultant (IDP)
- Cost Manager - Appointed External Consultant (IDP)
- Architect – To be appointed
- Building Services Engineer – To be appointed
- Structural & Civil Engineer – To be appointed
- Planning Consultant – To be appointed
- Property Consultant – To be appointed
- Principal Designer – To be appointed

Other consultants may be appointed as required and could include:

- Moves Management lead
- IT/AV Consultant
- Furniture Consultant
- Lift Consultant
- Interior Architect
- Accessibility Consultant
- Sustainability/Energy Consultant
- Customer Services PM

The contractor will be appointed following a formal tender process that will be led by IDP as project and programme managers, administered by NWL's Procurement team as the use of the online portal will be key for transparency and audit trail. A detailed procurement strategy will be prepared to ensure the most suitable approach to the market and to generate maximum value for NWL.

Although it is not anticipated that there will be any reduction in services or personnel as a direct result of the project, representatives from the Council's HR and Legal teams will be involved to review any potential implications to the current workforce and advise of ways forward.

1.5 Financial case

The financial case sets out the revenue and capital requirements of the proposed scheme.

It also explains how the work will be funded and its effect on the Council's budgets.

In February 2021, Council approved the 2021/22 Capital programme, which included an indicative five-year programme of works to refurbish the council offices costing £3.74 million, based on the minimal work required to maintain the current council building, pending completion of the accommodation review. This programme was to be funded through unsupported borrowing.

The preferred option will see the capital programme revised to provide new provision for the refurbishment of Stenson House, the Whitwick Business Centre and the new customer service centre

as well as the demolition of the current offices. These costs will total £3.5 million resulting in a £220k saving on the original budget programme.

Under the preferred option, the council office site would be sold, providing a capital receipt of £1.2 million which will part-fund this project. The remaining balance of £2.3 million will be funded through unsupported borrowing, as per the original budget proposal.

With regard to revenue costs, the demolition of the 1980s section of the Council Offices should see a significant reduction in the ongoing running costs of the council offices. However, there are some increases due to the lease for the new customer service centre and reduction in rent from existing tenants at Whitwick Business Centre, it is anticipated that the preferred option will see a very slight increase in running costs of circa £5,600 p.a. for the first 10 years, at which point a saving of c.£80,000 p.a. will be realised. This is based on the worst case known at the time of writing the business case and may improve before implementation.

The Net Present Value Calculation of the preferred option when compared with the baseline position over 50 years shows an estimated saving of £12.5million.

1.6 Management case

The management case details the programme management and governance arrangements that the Council have put in place. It demonstrates a robust approach to planning and risk management, while providing assurance around decant and move-management strategy and considers the following activities:

- Contract management approach
- Progress reporting
- Issue management / action tracking
- Change control
- Risk management strategy
- Resourcing strategy
- Enabling works strategy
- Decant strategy / Move Management
- Project plan
- Business Continuity
- Benefits management
- Project handover
- Post project evaluation

A Programme Board will be convened to oversee the delivery of the project supported by several workstreams that will deliver the various elements of the project.

The suggested workstreams are:

- Construction; Fitout and FM
- Customer journey
- Digital
- Finance
- Comms and Engagement

1.7 Conclusion

This business case has shown that there is a clear need for NWL to review and modernise its office accommodation in order to deliver suitable facilities for its staff and customers. It is recommended that the preferred option as detailed in this business case is approved and the project progresses to delivery stages.

The preferred option involves the following proposals:

- Relocation of HQ functions to Whitwick Business Centre
- Refurbishment of Stenson house to become a civic/democratic hub
- Relocation of Customer services closer to a new location in Coalville Town Centre

This option will require refurbishment and renovation work to both Whitwick Business Centre and Stenson House and also the establishment of new customer service centre within Coalville Town Centre.

This option also demolishes the existing office adjoined to the rear of Stenson House and disposal of the land.

Also identified are the next steps for the project, which include:

- Formation of Programme Board
- Creation of Workstreams with clear identification of roles and responsibilities
- Procurement and appointment of the external professional team to support the project
- Development of procurement strategy
- Development of detailed programme
- Stakeholder Engagement and design development
- Development of migration/moves proposals

2 Strategic case

2.1 Introduction

In early 2019 it was identified through a condition survey, that the Council's Corporate HQ on Whitwick Road, Coalville, required a great deal of maintenance and improvement works to support its continued use.

Following this, the Council conducted an estate review, to consider its options around the future of corporate accommodation, and in early 2020, Cabinet were presented with a paper, which reported three options; do nothing (maintenance only), refurbishment of the existing site or demolition and rebuilt new accommodation.

The latter two of these options, afforded the Council an opportunity to improve its working environment, and embraced modern practices of working; generating flexible, desirable, and modern workspaces, that also met the commitment to environmental sustainability. The value of these works, were estimated between £4m and £7.8m respectively.

However, the C19 pandemic has significantly changed both the Council's operating model and the economic landscape, with most Council staff now working a hybrid of home and office working. In turn this has resulted in a reduction in the requirement for office space, and the aforementioned options, are no longer as viable

This business case details and evaluates the cases for these options, in the present context, but also presents an alternative option, to repurpose part of the existing estate, in the form of Whitwick Business Centre, and to relocate the front of house services, at a significantly reduced capital funding requirement.

2.1.1 Approvals required

The Council requires the following internal approvals:

- Cabinet to make the executive decisions and delegate the appropriate authorities – scheduled for 27 July 2021.
- Full Council to release the budgetary requirements – scheduled for 7 September 2021
- In addition, an outline case was presented to Corporate Scrutiny on 09 June 2021 and their feedback has been reviewed in forming this case.

The Council also requires the following external approvals:

- Planning Permission
- Building Control

2.1.2 Background and scope of the scheme

This business case establishes the need to provide:

- A modern flexible office accommodation for the Council's workforce, that supports the Council's new operating model, enabling it to best service its customers.
- A new customer service centre, which reflects the Council's commitment to be accessible to its customers & support the regeneration of Coalville.
- A refurbished civic space, to support democratic, and civic functions.

- A reduction in the Council's carbon (and equivalent greenhouse gases) footprint arising from its office accommodation.
- An economically viable and value for money solution for the Council.

2.1.3 Consultation requirements

The Council has formed this case in consultation with (and will continue to consult with) key stakeholders such as:

- Staff and employee groups
- Trade union groups
- Existing tenants and leaseholders
- Other public service partners or potential partners

As part of the consultation process an Equality & Human Rights Impact Assessment (EHRIA) will also be carried out.

2.2 Council strategic context

2.2.1 Council purpose, vision and values

The Council's purpose is to provide quality but value for money, public services to the residents, businesses, and visitors to the district of North West Leicestershire. This desire is informed by a number of key principles:

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

2.2.2 Strategic Plan

The scale of the Council's ambition is outlined within its Council Delivery Plan which delivers the above purpose vision and values and can be found on the councils website.

The change in accommodation will address supporting Coalville - through releasing a key development site, and increasing footfall in the town centre; Supporting business and jobs via employing a local employment / contract first approach; Developing a Clean and Green District – via removing a major high user of carbon cost of our existing estate, and improving that of which remains; and Our Communities are safe healthy and connected, by increasing our accessibility and contact via our new town centre customer services centre and our impending customer services strategy.

2.2.3 People Strategy

As part of the response to the pandemic, a new operating model for the council has been formed in the latter parts of 2020 and has been implemented by the Head of Paid Service. This addressed the way in which the employees will work moving forwards and focused on putting the customer first, along with added agility for our staff.

The key focus of the new working model is that we deliver for our customers (external, internal etc) and it is that which drives our approach. This is supported via a significant IT investment which was

made due to the pandemic restrictions, and helps us retain and recruit staff due to this added 'offer'. For staff it releases them from some working restrictions, places greater focus on outcomes rather than where, when and how they work and creates a better work life balance

In relation to accommodation the new model is focused on a hybrid working model of c50% office and c50% remote working. This will obviously differ across the types of service provided and with the focus on customer delivery ensuring is at least maintained and ideally enhanced. Alongside this a wider refresh of the People Plan and its policies are being undertaken to reflect these changes.

2.3 Current situation

2.3.1 Current accommodation and ways of working

The Council currently occupies the Whitwick Road Office site. This building is traditional in construction, cellular in its design and fails to support modern ways of working. Equally it is in a poor state of repair and requires significant investment, to address a backlog of works, to continue its serviceable life in its present state.

2.4 Case for change and scheme rationale

2.4.1 Condition backlog

A survey in 2019 detailed a large amount of backlog and planned preventative maintenance works that were required to maintain the serviceability of the building. The work was estimated, subject to procurement to be in the region of £4m. It is of note that this work would offer only superficial improvement to the building, ensuring the longevity of its serviceability, but would not offer any enhancement to the employee or customer experience. Works included, reglazing, boiler and heating replacement, structural works to connecting walkways etc.

Only essential works, linked to health and safety or statutory duty have been undertaken to date, and the bulk of the backlog of works remains.

2.4.2 Future operating model / new ways of working

As part of the response to the pandemic, a new working model has been formed and implemented by the Head of Paid Service. This addressed the way in which the employees will work moving in the future and focused on putting the customer first, along with added agility for our staff. The key focus of the new working model is :

- Putting the customer at the heart of how we work
- Further enabling and empowering staff to deal with issues for our customers.
- A focus on outcomes not simply outputs
- Agility and flexibility for staff and work/homelife balance– supporting staff recruitment and retention.

In relation to accommodation this is focused on a hybrid working model of c50% office and 50% remote working, enabled by a greater use of IT.

There is also a further desire to share space with other like services and provide for a more shared delivery model for the community at large in our front facing functions.

Set against this we have revisited the need for office accommodation and set this against the council delivery plan and the desire to deliver further regeneration in Coalville, the financial challenges we face as national funding of council's changes, and the voids in some of our other accommodation, as well as our carbon reduction aims.

2.4.3 Net Zero Carbon

In 2019 the Council made a commitment to become Carbon Neutral by 2030. The corporate estate, of which the Corporate HQ, is a significant element of the Council carbon footprint. The business case will deliver plans that are aligned to this commitment and the general principles of environmental sustainability.

3 Economic Case

3.1 Introduction

In order to respond to the Strategic Case, it was necessary to understand what factors a successful solution would encapsulate, what options were available to meet all or some of the factors and the financial implications of these options. In this section the success factors, options developed and their assessment will be detailed.

3.2 Critical success factors

The following critical success factors were identified as the aims of the Accommodation project:

- A. To provide a modern, efficient, accessible, and welcoming HQ accommodation, that focuses on our customers; getting the most out of the time when people come together & maximises the advantages of the new working model
- B. To ensure we embrace the carbon reduction, environmental and regeneration benefits of any changes enabling the Council Delivery Plan
- C. To provide a flexible suite of accommodation to best-suit the needs of today and the future including the continued collaboration with our partners
- D. Assist with making NWL an attractive and modern place to work and helping our staff to achieve a healthy work life balance & presenting the council in as best way as possible.
- E. To reduce our overall costs of running our accommodation, our current liabilities and providing value for money to our tax payers.

These are the factors that each of the shortlisted options were assessed against.

3.3 Longlisted options

The longlisted options consisted of the following:

Option	Details
1	Minimum Updating Works to become compliant, safe and address maintenance.
2	Option 1 + refurbishment of existing building focused on customer and open plan.
3	New build option
4	Relocation of Core HQ, Stenson House to become civic hub incorporating Customer Services
5	Relocation of Core HQ, refurbishment Stenson House to become civic hub, town centre Customer Service provision.

Option 1 was considered the minimum option available as a true ‘do nothing’ option was not viable.

3.4 Shortlisted options

When the above list was considered, it was felt appropriate to take all options forward to be shortlisted and assessed against the key success factors.

3.5 Economic appraisal

3.5.1 Capital costs

When carrying out the economical appraisal, the following were considered:

- Capital Costs of works
- Reduction in future maintenance/running costs, based on existing figures
- Potential loss of income if existing tenants could not be accommodated in the future
- Potential income from the disposal of current council assets

Cost increases over the life of the facility were also considered as well as considering Net Present Value which assessed all the future cashflows associated with each option.

3.5.2 Costing for risk – optimism bias and contingency

Due to the nature of the project and the factors considered in the economic appraisal, it was decided that it was not necessary to include any allowances for optimism bias. A contingency allowance was included in all the capital works costs for each of the shortlisted options.

3.6 Benefits

3.6.1 Approach

A number of benefits were assessed as part of the evaluation of each option:

Staff benefits:

- Improve working environment for Council Staff and hence the well-being of staff
- Provide more appropriate work environment based on current and future ways of working
- Provide flexible collaboration and team working areas (including external spaces)
- Provide better environmental controls, leading to improved staff satisfaction
- Improve staff retention & recruitment – people want to work in better offices
- Refurbished offices will help support Carbon Reduction targets by providing more efficient environment

Customer Benefits:

- Improve Customer Service Experience, providing a modern, purpose-built environment tailored for service delivery needs now and in the future
- Make it easier for public to access council services – improved satisfaction, less complaints
- Incorporate modern service delivery proposals, such as 'self-service' functions
- Potential for greater joint service provision with other public sector partners

Built Asset Benefits:

- Reduction in ongoing revenue costs
- Reduced requirement for future maintenance
- Potential receipt from the disposal of existing council assets

Wider Social Benefits:

- Use of local labour and local suppliers wherever possible – thus maximising the amount of local spend as a result of the Council’s investment
- Creation of construction job opportunities as a result of the Council’s investment
- Local spend in local cafes etc. from the contractors and their respective supply chains

It was deemed that only a small number of the above were cash releasing benefits that had been identified in the Economic Assessment and as such it was appropriate to consider the above potential benefits as integral to the critical success factors outlined in section 3.2.

3.7 Sensitivity and risk adjustment

The overall programme risks for each option were considered, but as the risk profile for each option did not vary a great deal, it was deemed appropriate that on this occasion there was no sensitivity and risk adjustment when assessing the options. The key programme risks identified for the preferred option were:

Risk Name	Risk Description	Treatment Action
Reputational damage	Public opinion does not support the Council investment in offices and it is not seen as 'value for money'	Communication/Engagement plan developed that identifies the benefits of the proposals for the community as a whole, including reduction in operational costs & efficiency savings
Business Continuity	Impact on Council Services during refurbishment works	Developed plans to include any required decant strategies and also phasing to ensure minimal disruption to services
Impact on Customer Service	Council Services can not be efficiently delivered from new accommodation	Stakeholder engagement to include customer service teams (and customers) to ensure that developed plans are cognisant of all current issues and suitable for the future
Insufficient Budget	Approved budget is not aligned with project costs	Proposed overall project costs (including potential savings, disposal costs, revenue savings, etc) to be reviewed with Finance department to ensure that the proposals are affordable. Following approval of the budget, robust cost control to be implemented and proposed costs revised throughout the design development phases

COVID	Further outbreaks of COVID (including new variants) impacts on the availability of materials or labour (including impacting on the performance of 3rd parties)	Continual review of Government and Construction Leadership Council COVID guidance. Programme to be developed that allows sufficient time for activities to take place. This will include the impact of maintaining social distancing on construction sites if this is likely to be a requirement
Capital Receipt	The capital receipt arising from the disposal of land occupied by Council Offices adjacent to Stenson House is not achieved within forecasted proceeds resulting in additional funds required which could ultimately require additional borrowing	Preferred option is still the most cost effective without the income. Early engagement with Property Consultant to gauge market interest and appetite for the land and manage the sale.
Lease	Lease for customer services cannot be agreed in time or terms are deemed to be too unfavourable for council. Alternative Customer Services Centre required, potentially impacting on cost and programme	Engage services of Property Consultant to support Council during lease negotiations. Agree Heads of Terms as soon as the approval is received for the preferred option

3.8 Options Appraisal

Below are summaries of the assessment work undertaken to consider the options for accommodation provision in line with the aims for our future accommodation as set out in section 3.2. In addition, an assessment of relative disruption is also considered.

The Scoring matrix deployed is set out below, enabling a relative and therefore comparative assessment between options. The maximum possible score is 18.

Score	Contribution to Aim
0	Fails to meet in any significant way
1	Low
2	Medium
3	High

Option 1	Minimum Updating Works to become compliant, safe and address maintenance.	Total Score: 6/18
Aim (simplified)	Commentary	Score
A – Modern working	Largely remains as is, improve heat, air etc.	0
B – CDP contribution	Minimal environmental improvement through greater efficiency, no impact on regeneration	1
C – Flexibility & partners	Will improve some flexibility but minor in comparison to other options	1
D – Attractive	Not addressed in any meaningful way	1
E - Costs	Compared to others minor or low impact	2
Minimises Disruption	Medium high, refitting existing building whilst occupied. Can be managed but will undoubtedly impact.	1

Option 2	Option 1 + refurbishment of existing building focused on customer and open plan	Total Score: 8/18
Aim (simplified)	Commentary	Score
A – Modern working	Improve heat, air etc, reprovision of customer services in modern way, opening up of cellar offices. Will however be limited by construction type of existing buildings.	2
B – CDP contribution	Minimal environmental improvement through greater efficiency, no impact on regeneration	1
C – Flexibility & partners	Will improve some flexibility but low in comparison to other options – but better than current.	2
D – Attractive	Provides a better environment – but will be limited by existing locations and build types	2
E - Costs	Compared to others high cost	1
Minimises Disruption	Significant, involves in effect rebuilding elements of the existing buildings totally from the inside. Worst of all options for this element.	0

Option 3	New build option	Total Score: 10/18
Aim (simplified)	Commentary	Score
A – Modern working	Offers best opportunity as custom designed space, customer location however is still edge of town.	2
B – CDP contribution	Greatest possibility for improvements on environmental/carbon elements, however regeneration is questionable as no/limited options released	2
C – Flexibility & partners	Will improve some flexibility but will trade off against cost and ability to provide.	2
D – Attractive	Probably the best option in terms of ability to influence, however site is limited on existing edge of town centre location	2
E - Costs	Compared to others highest cost	0
Minimises Disruption	Whilst plan developed considered reusing space on sites to enable construction to take place whilst still inhabiting old site, disruption will still occur.	2

Option 4	Relocation of Core HQ, Stenson House to become civic hub incorporating Customer Services	Total Score: 11/18
Aim (simplified)	Commentary	Score
A – Modern working	Offers the potential for equally as good as custom build if right location and building. Customer location is not ideal, but satisfactory.	2
B – CDP contribution	High possibility for improvements on environmental/carbon elements, regeneration opportunities are supported assuming freeing of old HQ site.	3
C – Flexibility & partners	Will improve some flexibility but will trade off against size of alternative location. Would remove existing	1

	partners in Stenson house to enable space required for customer services.	
D – Attractive	Has the ability to provide attractive workspaces. Customer services however remains edge of town centre location.	2
E - Costs	Compared to other options second lowest in cost terms	2
Minimises Disruption	Whilst HQ relocation is to an alternative site, the disruption to Stenson House is significant and medium term (min 6 months building close) due to the type and level of works required	1

Option 5	Relocation of Core HQ, refurbishment Stenson House to become civic hub, town centre Customer Service provision.	Total Score: 17/18
Aim (simplified)	Commentary	Score
A – Modern working	Offers the potential for equally as good as custom build if right location and building. Customer location is as close as possible to core of town centre	3
B – CDP contribution	High possibility for improvements on environmental/carbon elements, regeneration opportunities are supported assuming freeing of old HQ site and TC location for Customer Services in Coalville.	3
C – Flexibility & partners	Will improve some flexibility but will trade off against size of alternative location. Customer Service central location will be attractive to partners	3
D – Attractive	Has the ability to provide attractive workspaces. Customer services in town centre adds considerably to visibility and ability to contact	3
E - Costs	Compared to other options lowest in cost terms	3
Minimises Disruption	HQ relocation is to an alternative site, Stenson House works are relatively minor in disruption terms. New Customer Services provision gives opportunity to make phased moves enabling greater flexibility. New HQ may mean some disruption to any existing tenant.	2

3.9 Preferred Option

Following the appraisal of the option the preferred option was Option 5 and consists of 3 major changes:

- Relocation of HQ functions to elsewhere in the Councils estate
- Refurbishment of Stenson house to become a civic/democratic hub
- Relocation of Customer services closer to the customer

Head Quarters relocation

As part of taking the preferred option forward a review of the existing estate was conducted. The only alternative location suitable asset is the Whitwick Business Centre (WBC). This was opened in 1998 with the concept of supporting local businesses developing and progressing. However, since 2015 the use of the building has gradually dropped, alongside a dwindling income stream for the council. At present it is just under 50% occupied by space with 12 tenants remaining, and it remains relatively difficult to let due to competition and the changing requirements of future tenants.

Whilst the WBC was built using grant funds, and following legal and conveyancing investigations, as far as we are aware any conditions on the future use of the building from this point on are free from any restrictions, covenants or the like. As such to take the preferred option forward we are proposing to empty the WBC for a full refit as part of this process and then consider future letting options for any space we do not require for the HQ functions. In line with the aims of this piece of work this will be focused on other public sector.

The current tenants have been notified of the likely intention to empty the WBC and we are in active negotiations and will create a package of support to assist in their relocation. The rest of this section assumes that vacant possession will be achieved from the point at which we need to commence enabling / construction works on site.

To achieve the aims of the accommodation work WBC will become a modern open plan workspace which provides a core hybrid working environment for when officers need to come together. Due to its construction type it is ideally suited to being retrofit into the style envisaged by the project. The focus of this building will be the back office staff functions of the council. In summary the proposed works are:

- Total refit of the building including refitted toilets, showers, lift and central amenities
- Provision of new kitchens, relaxation and communal informal meeting spaces
- Provision of formal meeting space at 1:1 level and larger meetings to allow confidential working and/or discussions to take place.
- Facilities to make video calls without disrupting others within the office space.
- Central 'hub' at ground floor level to give alternative location for breakout / collaboration with colleagues and partners and informal meetings.
- Provision on new outside spaces for business use
- Furnishing with an appropriate mix of desk, touch down and group working spaces In line with the new working model capacity of c120 people at any one time (this is a validated figure based on real office use pre pandemic and staff surveys on working type and style in light of the new working model)
- Electric charging points for vehicles, Solar panel feasibility, Upgrades to the thermal envelope and a general upgrade to the carbon credentials of the building.

Refurbishment of Stenson House

The second element of this option will include a refitted Stenson House to establish a civic and democratic hub for Member-related activity. The building itself whilst not listed, sits within a conservation area. It is also a very traditional construction type which inhibits any major changes to the fabric of the building without significant disruption and cost. The focus for this building will be all civic/political meetings/events.

At the current time the majority of the ground floor is leased to either CAB or the registrar service. It is not intended to change this approach. As the preferred option includes the relocation of the 1980s/90's office block, it will be necessary to gain access through the original 'front door' of Stenson House, as the 'linking corridor' will be removed. In summary the proposed works are :

- Provision of new access to upper floor by reinstating the existing front access and removal of the linking corridor to the rear
- Reinstatement of external façade at rear of building once the 1980s / 90s block is fully decanted.
- Provision of a new disabled access lift from the ground floor lobby to the first floor providing greater accessibility
- Complete redecoration and refit of core elements of the building
- Provision of meeting and gathering rooms for members (informal and formal) to enable committees and other such meetings to take place
- Complete refit on the chamber, including IT and new flexible layout and furniture to ensure its future longer term use and flexibility.
- Relandscaping of the exterior and retention of the London Road car park

Relocation of Customer Services to a Town Centre Location

A key part of the new working model is to provide a modern customer service experience. During the pandemic it has been clear that the vast majority of customers are able to access services remotely. This will continue to be the core provision going forward and will widen as set out in the Council Delivery Plan to other channels such as webchat etc. This will be supported by enabling other options for connecting with the council, for example drop in video conferencing in some parish/town locations – this will be part of the wider roll out of other contact options over time.

However, some of customers prefer an element of 'drop in' face to face service or via appointment. To ensure that services are closer to customers, a new customer service centre will be created in Coalville town centre. This will help to support the town centre's regeneration (by increasing footfall), supporting town centre landlords, and make the council more visible to the public. In summary the proposed works are:

- Relocate customer service 'front door' to Coalville Town centre
- This will enable the council to triage drop in service requests, engage in face to face meeting, and enable key partners to provide a co-located front door (for example the police as now in the current buildings)
- It will include some automation/electronic provisions of service (eg kiosk) alongside face to face and remote contact to officers where needed (no matter where they are working from)
- It is envisaged that this will be provided for the medium term, with a review in c5 years so that the council can keep up with changing demands and trends in customer service.

Disposal of HQ Site

As part of the preferred option the current 1980s/90s building off Whitwick Road will be decanted. As set out above the linking corridor from this building will be removed as part of the Stenson House refit. Demolition of the building will take place once the other works have completed.

The future use of the site will be reserved for further consideration through the normal council process, however it should achieve objectives contained in the Council Delivery Plan and be focused on regeneration of Coalville and/or housing delivery. Assuming the latter a broad expected net receipt has been factored in to the financial appraisal of the project and is anticipated to be in the region of £1.2m. This will be subject to a more detailed marketing exercise as the programme develops.

The demolition of the building will ensure that the access to the houses that currently hold access licenses are retained, along with access to the Bowls Club. It is likely that this will be achieved from the London Road car park to ensure as cohesive a site as possible. These parties have been informed of the intention.

Equality & Human Rights Impact Assessment (EHRIA)

An initial Equality & Human Rights Impact Assessment has been carried out for the preferred option that demonstrates that the proposal impacts positively on all as they provide more open, inclusive and accessible accommodation for all staff with a single location for customers wishing to access Council Services.

4 Commercial Case

4.1 Introduction

This section sets out the initial thinking around commercial arrangements for delivering the project.

4.2 Professional team appointment and responsibilities

The following professional team (with a brief synopsis of responsibilities) will be required to help support North West Leicestershire District Council Deliver the project.

Programme Manager – Appointed External Consultant (IDP)

- Manage and coordinate the presentation of the projects to the Project Board.
- Overall responsibility for the delivery of the programme in accordance with the agreed strategy and the associated approvals.
- Oversee and manage the involvement of the Project Board throughout the duration of the project.
- Define the overarching project management structure, responsibilities and associated processes.
- Make budgetary decisions relating to changes / variations as part of the project where such variations do not exceed a defined cost threshold.
- Report the performance and provide regular updates to Project Board and other senior stakeholders as required.
- Have overall responsibility of NWLDC's interests and investment in the project

Project Manager - Appointed External Consultant (IDP)

- Responsible for the day-to-day delivery of the programme and individual projects.
- Monitor and co-ordinate the outputs from the various Workstreams
- Point of contact between external professional team and Council representatives
- Monitor progress of project in line with agreed timescales and budget
- Oversee the procurement of the contractor
- Administer the construction contract on behalf of the Council

Cost Manager - Appointed External Consultant (IDP)

- Responsible for the production of cost plans for the project including pre-tender estimates in order that the budget can be agreed
- Provide cost advice during the design phase, monitoring potential cost against budget
- Assist in the production of tender information, including Contract Sum Analysis
- Assess any returned tenders and produce tender report as required for appointments
- Carry out monthly valuations throughout the contract and certify payments as required
- Agree financial implications of any variations
- Agree final accounts

Architect – To be appointed

- Lead designer for the project and co-ordinate other design input
- Stakeholder engagement to develop the brief for the project

-
- Produce architectural layouts, specification and detailed design as required to allow cost plans to be developed
 - Produce tender documentation as required
 - Produce construction information as required
 - Produce designers' risk assessments

Building Services Engineer – To be appointed

- Building Services design for the project
- Stakeholder engagement to develop the brief for the project
- Produce building services proposals, specification and detailed design as required to allow cost plans to be developed
- Produce tender documentation as required
- Produce construction information as required
- Produce designers' risk assessments

Structural & Civil Engineer – To be appointed

- Structural and Civil Engineering design for the project
- Stakeholder engagement to develop the brief for the project
- Produce structural and civil proposals, specification and detailed design as required to allow cost plans to be developed
- Produce tender documentation as required
- Produce construction information as required
- Produce designers' risk assessments

Planning Consultant – To be appointed

- Lead on all matters relating to planning applications
- Production of information to support planning application
- Submission of planning applications as required
- Liaise with Local Authority Planning Department throughout the planning process
- Advise on any pre-commencement planning conditions and ensure that they are discharged
- Advise on any other planning conditions and ensure that they are discharged

Property Consultant – To be appointed

- Lead on all matters relating to lease negotiations
- Production of Heads of Terms for any new leases
- Negotiate with tenants with regard to any amendments to existing leases
- Advise on the best route for any building/site disposals

Principal Designer – To be appointed

- Carry out all responsibilities of Principal Designer as required by CDM regulations
- Notifying HSE as required of any construction activities
- Production of Pre-Construction H&S Information
- Review and approval of any Construction Phase Information
- Review and comment on designers' risk assessments
- Review and comment on RAMS as required

Other consultants may be appointed as required and could include:

- Moves Management lead
- IT/AV Consultant
- Furniture Consultant
- Lift Consultant
- Interior Architect
- Accessibility Consultant
- Sustainability/Energy Consultant
- Customer Services PM

The appointment of the required professional team, including any surveys and site investigations, will follow NWL's Rules for Contracts and will be undertaken in collaboration with Procurement colleagues to ensure the Council's objectives are met and interests protected.

4.3 Contractor appointment and responsibilities

The contractor will be appointed following a formal tender process that will be led by IDP as project and programme managers, administered by NWL's Procurement team as the use of the online portal will be key for transparency and audit trail. A detailed procurement strategy will be prepared to ensure the most suitable approach to the market and to generate maximum value for NWL.

At this stage it is anticipated that the appointment of the contractor(s) will be under a standard Joint Contracts Tribunal (JCT) building contract, with any necessary amendments as required by NWL.

It is anticipated that all construction activities to Stenson House, Whitwick Business Centre and the new customer service facility will be issued as separate tenders to de-couple and de-risk each of them by treating them as separate projects.

Although the disposal strategy for the site to the rear of Stenson House that will be vacated when staff relocate to Whitwick Business Centre has yet to be finalised, it is anticipated that as part of the project the building will be demolished and then the land sold (with outline planning permission for a future use). If this is the case, then a separate procurement exercise will be carried out for the appointment of the appropriate demolition contractor and commercial agent.

4.4 Planning

It is anticipated that a planning application will be required for the proposed amendments to Stenson House (opened in 1934), including the removal of the link corridors to the 1981 office extension. A Statement of Significance has been produced that confirms the 1980's extension is of lesser significance than Stenson House and does not contribute positively to its significance. It is considered that removing the link corridors (including the one at 1st floor) would present an opportunity to restore the rear of Stenson House.

It is likely that a planning application will be required for the new customer service centre (likely to be in the Belvoir Centre). The application may need to consider including a 'Change Of Use', but it is not considered that it would be a contentious or drawn out process to secure planning approval for the works. It will also need an Advertisement Consent to allow new signage to be affixed to the façade.

At this stage it is not thought that a planning application will be required for the alterations to Whitwick Business Centre although this will be reviewed in due course as the project progresses (particularly if amendments to the façade or external works are proposed).

4.5 Facilities management

It is anticipated that the Facilities Management provision will follow the existing arrangements, albeit that a number of services will be relocated to Whitwick Business Centre and as such the existing FM provision will need to take into account the new location. There will also be a new location for the Customer Services Centre and any existing FM contracts will need to be reviewed and revised so that this new location is included.

4.6 Furniture and equipment strategy

Given the new ways of working and the flexibility that will be required across WBC, Stenson House and the CSC, new furniture and equipment will be procured as it is considered the current stock is not suitable. A full audit will be undertaken during the early stages of the project and any items that are suitable for reuse will be identified and moved to its new location.

It is anticipated that wherever possible existing IT equipment will be re-used with new hardware procured to allow a seamless migration to the new locations. There is likely to be a need for new AV installations to suit the new ways of working. Any disposals will be so in line with the Council's disposal policy.

4.7 Workforce implications

The majority of Council services will be relocated and/or impacted as part of this programme, although it is not anticipated that there will be any reduction in services or personnel as a direct result of the project. It will be necessary to review the Terms and Conditions of employment for staff who will be impacted by the moves to ensure that they are not negatively impacted by any relocations.

As part of the project governance, representatives from the Council's HR and Legal teams are involved to review any potential implications to the current workforce and advise of ways forward.

5 Financial Case

5.1 Introduction

The following sections set out the revenue and capital requirements of the proposed scheme.

It also explains how the work will be funded and its effect on the Council's budgets. The baseline position that this business case considers is the capital and revenue budgeted approved by Council in February 2021, which was considered to be the minimum amount of investment needed to maintain the council offices in their current state.

5.2 Capital cost and funding

5.2.1 Existing capital programme

In February 2021, Council approved the 2021/22 Capital programme, which included an indicative five-year programme of works to refurbish the council offices costing £3.74 million, as per the table below.

	2021/22 Approved	2022/23 Indicative	2023/24 Indicative	2024/25 Indicative	Total
Council Offices Refurbishment	£1,576,000	£591,000	£709,000	£864,000	£3,740,000

This capital programme was based on the minimal work required to maintain the current council building, pending completion of the accommodation review. This programme was to be funded through unsupported borrowing.

5.2.2 New Capital Programme

The new proposals, set out in this business case, will see the above capital programme revised to provide new provision for the refurbishment of Stenson House, the Whitwick Business Centre and the new customer service centre as well as the demolition of the current offices. These costs will total £3.5 million, as set out in the table below. This capital costs result in a £220,000 saving on the original budget programme.

	2021/22	2022/23	2023/24	Total project costs
Whitwick Business Centre Refurbishment	£127,790	£1,136,241	£13,865	£1,277,896
Stenson House Refurbishment	£63,478	£564,417	£6,887	£634,782
New Customer Service Centre	£39,152	£348,120	£4,248	£391,520
Council Office demolition	£26,935	£242,411	£0	£269,346
Other costs including contingency	£94,608	£851,473	£0	£946,081
Total	£351,963	£3,142,662	£25,000	£3,519,625

These costs include staff time associated with the capital project, as well as the costs of materials and suppliers. The split between years is currently provisional.

5.2.3 Capital funding

Under current plans, the council office site would be sold, providing a capital receipt of £1.2 million which will part-fund this project. The remaining balance of £2.3 million will be funded through unsupported borrowing, as per the original budget proposal.

5.3 Revenue cost and impact on income and expenditure

5.3.1 Existing revenue budgets

The table below shows the income and expenditure from the existing accommodation within this business case (Whitwick Business Centre and the Council Offices, including Stenson House) for the past three years, along with the budget for 2021-22.

	2018-19 Outturn (£)	2019-20 Outturn (£)	2020-21 Outturn (£)	3 year average Outturn (£)	2021-22 Budget (£)
Expenditure	649,000	746,000	653,000	683,000	911,000
Income	246,000	204,000	175,000	208,000	253,000
Net cost of the buildings	403,000	542,000	478,000	475,000	658,000

The table shows that the average net cost of the buildings we already own has been £475,000 per year over the past three years, with the current budget for 2021-22 showing a net cost of £658,000, reflecting high levels of general repairs required on the Council Offices.

5.3.2 New revenue budgets

The demolition of the 1980s section of the Council Offices should see a significant reduction in the ongoing running costs of the council offices. The table below provides a breakdown of the 3 year average running costs for the Council Offices, along with the assumed reduction in running costs.

Council Office Expenditure	Three year average cost (£)	Assumed new costs (£)	Cost reduction (%)	Rationale
Employee Costs	174,000	156,000	-10.3%	Some staff costs are charged to the Council Offices. Over time the reduced footprint of the building should reduce staff time spent running the building, and thus costs associated with the building, although any saving is expected to be small as they will be offset by running an additional site.

Premises costs	265,000	89,000	-66.4%	The reduction in footprint, as well as renovation works to Stenson House is likely to see a significant reduction in repair and utility costs.
Transport Costs	2,000	1,000	-50.0%	Transport costs relate to car allowances to staff and relate to car allowances. No change assumed compared to the 2021-22 budget position.
Supplies and Services	40,000	9,000	-77.5%	Supplies and services cost costs such as cleaning equipment which are estimated to fall by around 70% due to the smaller footprint. These figures also include initial consultancy costs relating to the accommodation review, which will become capitalizable as part of this programme's costs.
Total Expenditure	481,000	255,000	-47.0%	

Income from the current tenants within the Council Offices is assumed to continue at their current levels.

The assumption is that the Whitwick Business Centre will continue to cost the same amount at £205,000, with 88% of the income lost. This considered a prudent assumption, as some improvement works should reduce running costs.

The additional costs associated with the new customer services centre are estimated to be £85,000 and relate solely to premise costs, as the assessment of the reduction in council office costs makes allowance for other costs being transferred to running the new site.

The total running costs of all three of these buildings is estimated to be £545,000.

5.3.3 Net impact on revenue budgets

The table below shows that the cumulative effect of the above changes are estimated to increase the net costs of running our accommodation by £5,600. This is mainly caused by the estimated loss of income from the Whitwick Business Centre.

	Baseline position (£)	Business Case Position (£)	Estimated saving/(cost)
Total building running costs	695,000	545,000	235,000
Total Income	251,000	66,000	-185,000
Capital Financing Costs	74,800	45,400	29,400
Net Revenue Costs	518,800	524,400	-5,600

A more detailed summary of these costs can be found in appendix 1. The baseline position presented here is based on prudent assumptions, as the running costs are the three year average running costs and the income is the budgeted position. The budgeted building running costs are £215,000 higher, as a large amount of one-off repair costs are budgeted in 2021-22. The budgeted income position assumes that vacant units will be filled, although in practice the average income over the past three years have been £40,000 per year lower.

In the medium-term, the Council anticipates that the new customer service centre will no-longer be needed (or significantly reduced) as customers will primarily interact with the council online or over the phone. As a result, the council would no-longer incur the costs associated with renting and running this building, which are estimated to be £85,000.

5.4 Financial Viability

5.4.1 Net Present Value Calculations

Sections 5.2 and 5.3 show that there are expected savings against the existing capital and small additional expenditure within revenue budgets as a result of the proposals in the business case. In order to understand the combined effect of these savings over time, officers have used best practice investment appraisal techniques to assess the value of the cashflows in today's terms. This is known as the Net Present Value and the results are presented in the table below.

	Baseline position (£)	Business Case Proposal (£)	Estimated saving/(cost)
Net Present Value over 50 years	-£28,630,000	-£16,110,000	£12,520,000

This shows that the changes planned within this business case are expected to significantly reduce the overall costs of Council accommodation in the long term.

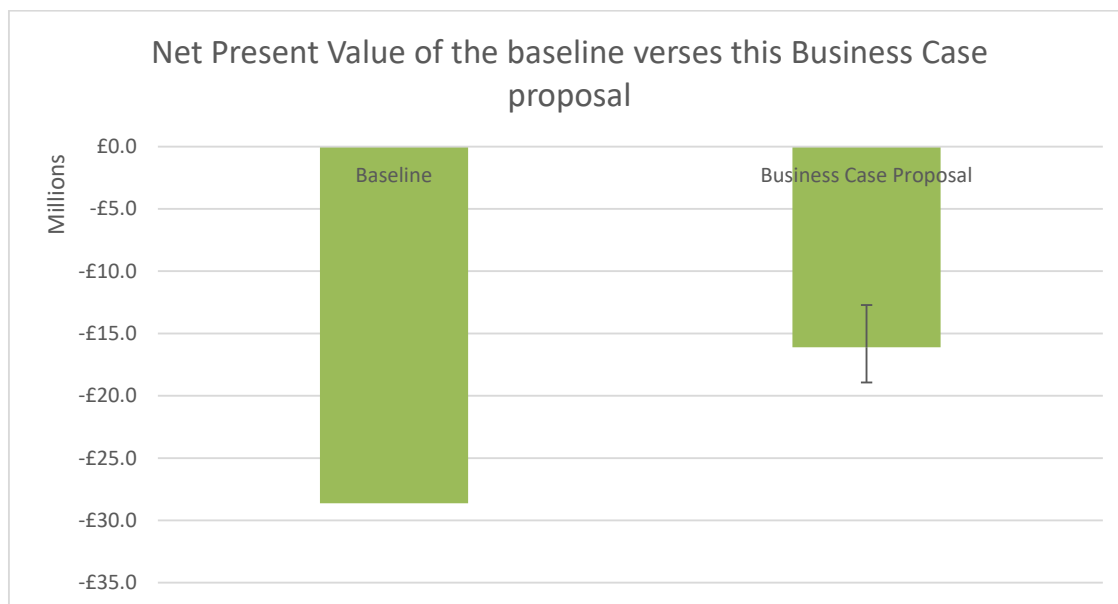
5.4.2 Sensitivity Analysis

The figures presented within this business case are our current best estimate of the financial implications of this decision and will change as the programme develops and benefits are realised. Officers have considered the assumptions underpinning the financial modelling and developed a potential optimistic and pessimistic scenario to show how the results may change in both favourable and adverse conditions.

Scenario	Key assumptions
Current scenario	<ul style="list-style-type: none"> Annual running costs of the existing accommodation falls from £490,000 to £255,000. The additional running costs for the new customer services centre are £85,000 per year The customer service centre remains in place for 10 years Income from our accommodation falls by £185,000 The net capital costs of the project are £2.25 million
Optimistic scenario	<ul style="list-style-type: none"> Annual running costs of the existing accommodation are £50,000 lower than anticipated.

	<ul style="list-style-type: none"> • The additional running costs for the new customer services centre are £15,000 lower, at £70,000 per year • The customer service centre remains in place for 8 years • We retain £15,000 more income from the Whitwick Business Centre than estimated. • The net capital costs of the project are £1.75 million, representing either a saving of £500,000 on capital costs, a £500,000 increase in the capital receipt, or a mixture of the two.
Pessimistic scenario	<ul style="list-style-type: none"> • Annual running costs of the existing accommodation are £50,000 higher than anticipated. • The additional running costs for the new customer services centre are £15,000 higher, at £100,000 per year • The customer service centre remains in place for 15 years • We retain £15,000 less income from the Whitwick Business Centre than estimated. • The net capital costs of the project are £2.75 million, representing either an additional £500,000 of capital costs, a £500,000 reduction in the capital receipt, or a mixture of the two.

Varying the assumptions as outlined above generated a net present value of -£18.9 million in the pessimistic scenario and -£12.7 million in the optimistic scenario. The figure below shows that the business case proposal remains a better option financially than continuing to maintain the current council offices over a 50-year period, even in the optimistic and pessimistic cases which are demonstrated by the error bars on the column on the right.



5.5 Accounting treatment

The changes set out within this business case will lead to significant changes in the balance sheet treatment of the Council's accommodation. The changes are summarised in the table below, although it is not possible to quantify the impact at this time as any movements will depend on their future valuations. However, the general fund position will not be affected by these changes.

	Current treatment		New Treatment	
	Valuation	Movements in value	Valuation	Movements
Whitwick Business Centre	Fair value	Revalued annually with gains and losses posted to the Comprehensive Income and Expenditure Statement. No net effect on the General Fund Balance.	Existing Use Value	Revalued periodically with movements posted to unusable reserves. Property depreciated over its expected economic life.
Council Offices	Existing Use value	Revalued periodically with movements posted to unusable reserves. Property depreciated over its expected economic life.	Asset held for sale: lower of asset carrying amount and fair value less costs of sale	Any losses are posted to the Comprehensive Income and Expenditure Statement. No depreciation charged.
Stenson House	Existing Use value	Revalued periodically with movements posted to unusable reserves. Property depreciated over its expected economic life.	No change	
New Customer Services Centre	None		Present value of lease payments	Revalued periodically with movements posted to unusable reserves.

			Property depreciated over its expected economic life.
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5.6 VAT Treatment

The Council has previously opted to tax the Council Offices and Whitwick Business Centre” for VAT purposes, which will continue regardless of the decisions within this business case.

The disposal of the council office site in the future may require further work to review the VAT as part of the proposed disposals strategy.

6 Management Case

6.1 Introduction

This section of the business case details the programme management and governance arrangements that the Council have put in place. It demonstrates a robust approach to planning and risk management, while providing assurance around decant and move-management strategy. The Management Case concludes by looking ahead to benefits management and post project evaluation.

6.2 Project management arrangements

6.2.1 Project structure and governance

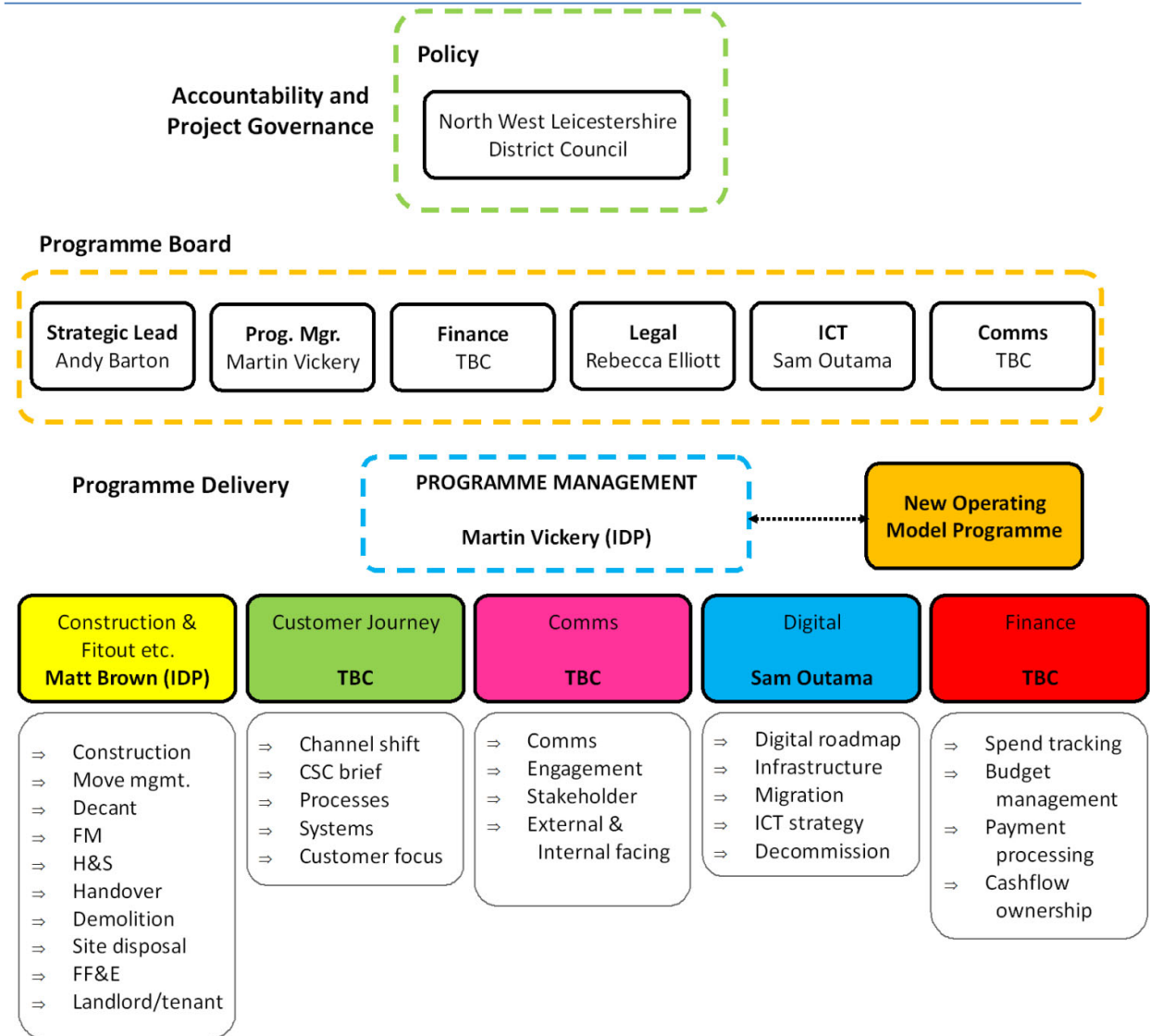
It has been agreed that a Programme Board will be convened to oversee the delivery of the project. In order to ensure the successful delivery of the programme, several workstreams are required to consider the various elements that will need to report up to the Programme Board. Due to the complex nature of the programme, it is essential that the workstreams act in a collaborative manner as the outputs from one workstream will impact on deliverables of another:

The suggested workstreams are:

1. Construction; Fitout and FM
2. Customer journey
3. Digital
4. Finance
5. Comms and Engagement

This programme is positioned to provide a key enabler to the Council's new ways of working / people strategy that is already well underway. This programme will provide regular and ongoing updates and will seek direction of travel input at each key stage to ensure the spaces created are reflective of the organisation's requirements and aligned to the council's new operating model.

The project governance structure is as detailed below:



6.2.2 Approach

The purpose, scope, objectives, deliverables and resources for each workstream is identified below:

Workstream name	Construction, fitout and facilities management
Lead	Martin Vickery
Purpose	<p>The successful delivery of:</p> <ul style="list-style-type: none"> - A new back-office facility for white collar staff - A new civic and democratic hub - A new customer service centre for customer-facing activity - Demolition and disposal of current council offices

	<p>The workstream also requires the establishment of a robust FM strategy that meets the needs of the organisation.</p>
<p>Scope</p>	<ul style="list-style-type: none"> • Design and delivery of the construction, remodelling, refurbishment and demolition works (extent to be agreed) and associated infrastructure. • Establishing the facilities management strategy incl. cleaning, security etc. • Establishing carpark strategy aligned to New Operating Model's objectives and wider corporate agenda. • Engagement with current tenants. • Engagement with Police and other partners. • Project and fund monitoring to ensure spend is appropriate and in line with affordability requirements. • Consideration and determination of change requests.
<p>Objectives</p>	<p>Development of future-state solution for:</p> <ul style="list-style-type: none"> - Whitwick Business Centre - Stenson House incl. public realm - Customer Service Centre - Future use of current council office site <p>Ensure the building works are procured and delivered in line with contractual and statutory obligations.</p> <p>Deliver the works against the affordability criteria laid-out in the business case.</p>
<p>Tasks & Deliverables</p>	<ul style="list-style-type: none"> • Comprehensive project delivery of the built-environment related projects within the programme • Preparation of outline carpark strategy aligned to People workstream and NWL's wider ambitions re. travel planning / green travel etc.` • Integration with NWL's FM / Property teams to ensure alignment • Integration and seamless working with ICT workstream to ensure infrastructure and equipment is seamlessly embedded within works • Commercial negotiation of CSC unit to secure best terms • Preparation and delivery of disposal strategy to secure maximum capital receipt for council offices and site • Procurement and management of professional team and consultancy services to ensure seamless delivery • Regular meetings as required to ensure smooth delivery • Management of change control process
<p>Resources</p>	<p>Project team:</p> <ul style="list-style-type: none"> - Martin Vickery (workstream lead) - Matt Brown (project manager) - Austin Cain (cost consultant) - TBC (procurement) - Sam Outama (ICT) - Mike Murphy (HR and People) - Mark Higgins (property)

	<ul style="list-style-type: none"> - Rebecca Elliot (legal) - TBC (finance) - Paul Wheatley (regeneration) - Cat Ridgeway (community focus)
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Workstream name	Customer Journey
Lead	TBC
Purpose	To prepare and implement a robust channel shift strategy to deliver all customer-facing activity from one single location.
Scope	<ul style="list-style-type: none"> • Customer experience strategy • Creation of processes and systems to suit the new customer service centre (CSC). • Reduction in face to face contact and increase in self-serve activity (targets to be agreed). • Integration of call centre within CSC. • Working practice alignment with Police and other partners as required.
Objectives	<p>Robust channel shift strategy that's aligned to the accommodation available.</p> <p>Seamless delivery of new ways of engaging the public.</p> <p>Minimal customer service disruption.</p> <p>Strong engagement with customers throughout to ensure new ways of engaging with the Council are fully understood.</p> <p>Delivery of new customer service centre with separate front door to back-office NWL workforce</p>
Tasks	<ul style="list-style-type: none"> - Preparation and implementation of robust channel shift strategy - Embedding of new ways of working with customers - Input to designs (led by others) for new CSC - Act as 'informed client' role for design team, working in collaboration with other workstream leads (construction & ICT) to ensure requirements are incorporated within their respective work plans - Work with comms workstream to ensure transparency of internal and external messaging to minimise service disruption - Installation of new working practices to suit new customer service and/or channel shift strategy
Resources	<p>Project team:</p> <ul style="list-style-type: none"> - TBC (customer services) - Sam Outama (ICT) - Matt Brown (construction & fitout lead) - TBC (comms)

	- TBC (finance)
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Workstream name	Digital
Lead	Sam Utama
Purpose	To design, procure and implement a digital roadmap that supports the way in which the organisation will operate moving forward.
Scope	<ul style="list-style-type: none"> • Design and delivery of digital road map that's aligned to future operating model. • Procurement and installation of new ICT infrastructure and end-user equipment across the future operational estate. • Training and user experience activity to ensure ICT and equipment are seen as enablers to smarter working.
Objectives	<p>Digital platform and core ICT infrastructure that's flexible for future requirements.</p> <p>Seamless transition of ICT equipment from current accommodation to the new spaces created as part of the wider programme.</p> <p>Implementation of ICT strategy to support new ways of working within back office and front of house environments.</p> <p>Minimal operational downtime / disruption.</p>
Tasks	<ul style="list-style-type: none"> • Prepare and own detailed action plan / roadmap in support of built-environment projects (infrastructure; new equipment; decant etc.) • Work with construction & fitout workstream to ensure ICT requirements are incorporated within the designs. • Prepare scope of requirements and detailed specifications for <ul style="list-style-type: none"> o Cabling (incl. new fibre as required within new CSC) o Data cabinets o Switches o AV / VC (offices; CSC and Civic Hub) o Room booking systems o Server room(s) o Access control o Self-serve machines (for CSC in collaboration with respective workstream lead) • Provide digital lead and point of responsibility for ICT related matters. • Integration of systems and software as required to enable workforce to operate in new office / working environments. • Decommissioning of all services (as required) within office building prior to full decant and demolition. • Liaison with ICT contacts within Police / CAB / Registrars etc. to ensure requirements are aligned and cyber security

Resources	<p>Project team:</p> <ul style="list-style-type: none"> - Sam Outama - Martin Vickery - TBC (HR) - TBC (Finance) - TBC (CSC representative) - ICT engineers (TBC)
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Workstream name	Finance
Lead	TBC
Purpose	Overall finance responsibility for programme's budget
Scope	<ul style="list-style-type: none"> • Detailed business case incl. capital and revenue impact assessment. • Oversight and ownership of outturn budget. • Processing of payments from professional and delivery teams. • Input to commercial terms attached to the CSC unit. • Pecuniary control across entire programme.
Objectives	<p>Oversight and ownership of outturn budget.</p> <p>Processing of payments once approved by construction and fitout workstream.</p> <p>Input to commercial terms attached to the CSC unit.</p> <p>Involvement with lease surrender negotiations at WBC.</p>
Tasks	<ul style="list-style-type: none"> • Input to political approval reports as required • Collaborative working with all workstream leads to ensure financial visibility is attained from the outset. • Processing of capital and revenue invoices where applicable to the programme. • Attendance at all key workstream meetings. • Ownership of master spend profile / cashflow to align with corporate position and financial management • To have oversight of all finance matters programme wide • Prepare and agree overall financial proposal for the programme of works, including funding options, Capex investment required, Net Present Value and Return on Investment for each • Prepare, monitor and update cash flow forecast across the full programme of works and ensure this aligns with the projected investment requirements • Report and monitor total project expenditure across all workstreams to Programme Board
Resources	Project team:

	<ul style="list-style-type: none"> - Lead (TBC) - Martin Vickery (programme lead)
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Workstream name	Communications and Engagement
Lead	TBC
Purpose	To ensure consistency and clarity of all forms of communication and stakeholder engagement across the whole programme of work, reflecting the key objectives of NWL.
Scope	<ul style="list-style-type: none"> • Coordination of comprehensive communications and engagement strategy with action plan and owners. • Active and meaningful engagement with key stakeholders (Members, workforce, residents etc.) as required. • Design and delivery support re. NWOW materials; cultural shift; change management etc. • Provide interface and lead for external communications to ensure continuity of narrative
Objectives	<p>Ensure that the Communications & Engagement plan is developed cognisant of the wider programme and Council objectives.</p> <p>Ensure that Stakeholder Engagement (including Customers) is carried out in a proactive, inclusive and timely manner.</p>
Tasks	<ul style="list-style-type: none"> • Produce a Communication and Engagement plan that includes a clear action plan with deliverables and timescales. • Carry out an assessment of stakeholders and commence engagement, identifying the needs of key groups, their influence and interest. • From initial stakeholder engagement, develop stakeholder management plan. • Attend all key workstream meetings as required.
Resources	<p>Project team:</p> <ul style="list-style-type: none"> - TBC (lead) - Martin Vickery (programme lead)

6.2.3 Roles and responsibilities

The roles and responsibilities for the key project personnel are shown below:

Sponsors and Policy	<ul style="list-style-type: none"> • Approve the overall project together with the proposed procurement strategy and development principles. • Approve the funding of the project. • Ownership of the project from inception to completion.
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	<ul style="list-style-type: none"> • Accountability for the successful delivery of the project. • Delegate approval to the Project Board in respect of the developer engagement; appointment methodologies; spend approval and the project delivery structure.
Project Board	<p>Chair – Andy Barton (NWL Strategic Director) Meeting frequency - Monthly</p> <ul style="list-style-type: none"> • Provide strategic advice / guidance regarding engagement; members; Council priorities etc. to help give Project Board direction of travel. • Consider and manage the strategic context of the project in relation to other aspirations within Coalville and the wider District. • Approve key milestones in terms of budget and ongoing spend together with variations throughout the life of the Project . • Receive programme and budget reports from the Programme Manager. • Approve the processes of procurement; appointments and capital / revenue spend through the delegated authority from SLT and Members. • Champion and lead the delivery of the project against the agreed milestones and budget parameters. • Continually monitor the progress of the project against the agreed deliverables. • Ensure that the project is suitably and appropriately resourced. • Approve budget and resource recommendations. • Provide sign off for the project at key stages and against key milestones. • Work directly with the programme manager to monitor the progress of the project and ‘manage out’ issues and challenges.
Programme Manager	<p>Lead – Martin Vickery (IDP)</p> <ul style="list-style-type: none"> • Manage and coordinate the presentation of the project to the Project Board. • Overall responsibility for the delivery of the programme in accordance with the agreed strategy and the associated approvals. • Oversee and manage the involvement of the Project Board throughout the duration of the project. • Define the overarching project management structure, responsibilities and associated processes. • Make budgetary decisions relating to changes / variations as part of the project where such variations do not exceed a defined cost threshold. • Report the performance and provide regular updates to Project Board and other senior stakeholders as required. • Have overall responsibility of NWLDC’s interests and investment in the project. • Preparation of monthly highlight report / update papers for stakeholders as required.
Workstream Leads	<p>Leads – various Meeting frequency - Monthly</p> <ul style="list-style-type: none"> • Oversee and provide the day-to-day management of NWLDC’s interests and investment in the project.

	<ul style="list-style-type: none"> • Own and manage the required deliverables within their respective workstream. • Establish and operate robust project delivery strategy, ensuring transparency of delivery with clearly defined objectives. • Identify risks and implement appropriate mitigation strategy. • Ensure that all key stakeholders are kept informed as to progress and issues and be a point of contact for day-to-day communications. • Manage and coordinate the involvement of other Council departments and advisors as and when required throughout the delivery of the project. • Continually update respective Project Execution Plans, in concert with the Programme Manager, to reflect any key changes. • Establish and own a clear change control process for the approval of variations and change requests. • Coordinate and lead all key meetings to suit the delivery of the respective workstream to monitor the progress and outcomes and report to the Project Board accordingly.
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6.2.4 Contract management approach

It is anticipated that the Project Manager will take on the contract administration and management duties as part of their roles and responsibilities. The Project Manager will be a professional person with the necessary knowledge, skills and experience to carry out these duties. The Project Manager will be supported in the delivery of this role by other professionals as required throughout the duration of the project. By utilising tried and tested industry standard contracts for all appointments, there is an inherent understanding of the roles, responsibilities and duties of those involved with the delivery of the project. We are not looking at ‘re-inventing the wheel’ and will use best practice project management techniques, processes and procedures to successfully delivery the project, including regular and accurate reporting, cost planning, stakeholder engagement, design management, risk management and robust change control.

6.2.5 Progress reporting

An overall project programme will be developed that identifies key tasks, milestones, dependencies and critical path activities. The programme will include activities from across all workstreams. The Programme Manager will monitor progress against this programme on a regular basis and will report to Project Board. The programme will also be reviewed with the workstream leads to ensure that activities are being completed and where delivery is of concern, mitigation actions can be implemented.

A monthly report will be produced by each workstream lead to the Programme Manager that will form part of the formal monthly Project Board update. These reports will identify progress against deliverables in period, planned works in the next period, issues, risks and opportunities. Where the workstreams are responsible for a budget associated with the project, commentary on cost will also form part of the report, including forecast spend against approved budget, actual spend to date, accrued spend, contingency remaining and planned spend against programme.

6.2.6 Issue management / action tracking

As part of the monthly report, an issues tracker will be developed by each workstream lead that will be reviewed and discussed with the Programme Manager. The tracker will identify:

- Details of the Issue
- Possible Solution
- Timescales for Resolution
- Potential Impact

The tracker will be reviewed on at least a monthly basis, but this will be dependant on the severity and immediacy of the issues being raised. If required the identified issues will be included on the risk register and reported to Project Board.

6.2.7 Change control

Change is inevitable within any project, but the effective management of change is essential to ensure the success of a project.

A robust change control procedure will be implemented, such that scope creep, changes to brief and ad-hoc alterations are minimised.

Once a brief has been agreed for the project, this will provide the benchmark that change will be monitored against. Any proposed changes will be assessed for their impact on:

- Cost
- Programme
- Quality

Once the impact of the proposed change is understood, formal approval to accept the change will be requested from Project Board (or other persons as identified within the governance structure).

It is anticipated that change will be minimised by including extensive consultation and co-ordination in the early stages of the project. It is more cost effective to include change in the early stages of a project than further down the line.

Once the projects enter construction phase, change control will follow established JCT contract principles and all agreed changes will be followed by formal contract instructions to ensure correct process is followed.

6.2.8 Risk management strategy

Risk management is a structured approach to identifying, assessing and controlling risks that emerge during the course of project lifecycle. Its purpose is to support better decision making through understanding the risks inherent in a proposal and their likely impact.

Effective risk management helps the achievement of wider aims, such as:

- effective change management;
- the efficient use of resources;
- better project management;
- minimising waste and fraud;
- supporting innovation.

Strategies for the active and effective management of risk will involve:

- identifying possible risk in advance and putting mechanisms in place to minimise the likelihood of them materialising with adverse effects;

- having processes in place to monitor risks, and access to reliable, up-to-date information about risks;
- the right balance of control to mitigate against the adverse consequences of the risks, if they should materialise;
- decision-making processes supported by a framework for risk analysis and evaluation.

A Risk Register will be developed by the Programme Manager and Project Manager with input from the various workstreams and external consultants. The register will include the following for each risk:

- The category of the risk
- A description of the risk
- An assessment of the risk (impact, likelihood)
- Planned treatment and mitigation action
- An assessment of any residual risk
- The status of the risk
- The owner of the risk

Where possible risks will be priced, although some risks will be non-financial. The preparation of the risk register will include the full involvement of a number of stakeholders and customers so that the risks can fully captured and evaluated such that the appropriate assessment can be made of who is best placed to own the risk. It should be noted that if the risk is passed to the private sector, this would likely attract a commercial premium.

The risk register will be reviewed on a regular basis by the Programme Manager and will be reported to Project Board. The risk register will be updated throughout the life of the project and cover all phases of the project and workstreams.

6.3 Resourcing strategy

The exact resourcing of the various workstreams will be reviewed following the approval to proceed with the scheme. It is envisaged that the majority of the positions will be filled by current NWL Council staff members and their duties will be part of their day to day workload. Where additional or specialist resources are required, costs have been allowed for in the Finance Case section of this business case. At the present moment, the additional resources required are considered to include:

- Design Team (external)
- Project Manager (external)
- Cost Manager (external)
- Client Project Manager
- Moves/Decant Manager
- Change Manager
- Customer Services Project Manager

This list will be reviewed as the project progresses.

6.4 Enabling works strategy

The project will include reviewing current working practices and will look to incorporate changes to the ways of working and provide modern, flexible, accommodating and welcoming office and support spaces. Some of these changes may be driven by changes in how businesses operate in light of the

impact of Covid-19 and opportunities that have been seen over the last 18 months that previously were considered too radical, including flexible working, hot-desking, digital collaboration and agile locations.

It is appreciated that change can be challenging and individuals may have pre-conceived notion of what the above terms may mean for them. However, as part of the stakeholder engagement, the project team will consult with all team members (via the team leaders and also the Inclusivity Representatives) to gain an understanding of individuals requirements with regard to the working environment and reasonable adjustments that may be required to the general approach.

As part of the preparation for the move and in light of the above proposal to incorporate new ways of working, there are a number of enabling activities that can take place ahead of any moves or relocations.

6.4.1 Decluttering

In preparation of any relocation, it is imperative that all departments and services undertake a decluttering activity. This will include a review of what is currently stored, an assessment of what will be retained going forward, a review of redundant equipment and furniture that is no longer required and also a rationalisation of the storage requirements. It is anticipated that this process will be led by the Client Project Manager, working closely with the Moves/Decant Manager. The findings from the storage review will be shared with the wider project team so that future requirements can be factored into the proposals for the new office accommodation.

6.4.2 File / archive / bin

As part of the decluttering activity it is also important that the current filing requirement is reviewed. Whilst there is likely to be a legal requirement to keep copies of important information and sensitive information will need to be securely stored, it is likely that there is a considerable amount of historical filing that could either be archived (and potentially stored off site) or securely destroyed. It is anticipated that a review of the current filing and archiving will be led by the Client Project Manager, working closely with the Moves/Decant Manager who will liaise with the individual teams. The findings from the filing/archiving review will be shared with the wider project team so that future requirements can be factored into the proposals for the new office accommodation.

6.4.3 Paper-light / digital by default

The other area for review would be current format for the storing of records and information. It is likely that there is a historical notion that all important information must be stored in hard copy format. Whilst this is possibly true for some legal documents, it is likely that most of the information can be stored as a soft copy. It is suggested that the council reviews the policy with regard to storing hard copy information as soon as possible as by moving to an electronic storage process would further reduce the amount of information being physically stored. It is suggested that this process is lead in the first instance by the Client Project Manager, but will need input from ITS, Legal and Governance departments.

6.5 Decant strategy / Move Management

The strategy for the delivery of the project is to ensure that disruption to the council services is kept to a minimum. It is considered that the optimum sequencing of events would be:

1. Fit out & open the new Customer Services Centre – Winter 2021
2. Carry out refurbishment to Whitwick Business Centre and relocate staff – Spring 2022

3. Carry out refurbishment of Stenson House – Spring/Summer 2022

The programme and details will be further developed in the next period, but the principal is that all work required to both the new Customer Services Centre and Whitwick Business Centre would be completed ahead of any staff relocation.

With regard to the refurbishment of Stenson House, it may be necessary to temporarily relocate some staff or services during the construction activity. If this is the case the proposal is to move staff from Stenson House to Whitwick Business Centre and then back to Stenson House to allow the final move to take place to Whitwick Business Centre.

6.6 Project plan

An outline programme has been developed that will be further developed during following approval to proceed.

The overall project completion dates are as identified above.

6.7 Business Continuity

The plan to redevelop the spaces required prior to relocating any staff should ensure that business continuity is not impacted. With regards to the moves, these will be fully co-ordinated, planned and programmed by the Moves/Decant Manager with the physical move taking place out of hours (likely over a weekend). In essence, this would mean that offices are packed up on a Friday and then moved over a weekend so that the teams can operate from their new locations on the Monday. In order for this to be possible there needs to be comprehensive engagement with the various teams so that all are aware of the timescales and work required ahead of the move date.

6.8 Benefits management

The benefits of the project have been identified in earlier sections within this business case. The perceived benefits will be monitored throughout the project lifecycle to ensure that they are still applicable at each stage. Should there be a need to revise any of the benefits, this will be raised with project board for authorisation. The final agreed list of benefits will be tested in the post project evaluation.

6.9 Project handover

There will be a full testing, commissioning and snagging process prior to the handover of facilities from contractor to client which will be led by the Project Manager and supported by the design team and representatives from the client. There will be 'onboarding' sessions with teams ahead of their move to the new facilities so that all members of staff are familiar with the new accommodation ahead of arriving for work on 'day one'. This process will be led by the Moves/Decant Manager with the support of the design team, Project Manager and contractor. A similar process will occur for Elected Members.

6.10 Post project evaluation

The post project evaluation will take place following the conclusion of all elements of the scheme. It is recommended, however, that a review be carried out following each of the decant operations so that any lessons learned can be captured ahead of the next planned move.

7 Conclusion and next steps

This business case has shown that there is a clear need for NWL to review and modernise its office accommodation in order to deliver suitable facilities for its staff and customers. A number of options have been assessed against a clear set of criteria that are aligned with the strategic plan and a clear preferred option has been identified. It is recommended that the preferred option as detailed in this business case is approved and the project progresses to the next stage.

The preferred option involves the following proposals:

- Relocation of HQ functions to Whitwick Business Centre
- Refurbishment of Stenson house to become a civic/democratic hub
- Relocation of Customer services closer to a new location in Coalville Town Centre

Proposals for the procurement, management and delivery of the preferred option have been identified within this business case and following the approval the next steps will be to develop and implement these, including:

- Formation of Programme Board
- Creation of Workstreams with clear identification of roles and responsibilities
- Procurement and appointment of the external professional team to support the project
- Development of procurement strategy
- Development of detailed programme
- Stakeholder Engagement and design development
- Development of migration/moves proposals
- Development of detailed cost plan
- Planning Application
- Production of tender information
- Procurement of contractor
- Construction activities
- Staff decant and move

Appendix 1 – Financial Summary

Estimated Annual Revenue

Position

	Baseline position	Business case position	Estimated Saving/(cost)
Total Building Runnings costs	695,000	545,000	150,000
<i>Council Offices and Stenson House</i>	<i>490,000</i>	<i>255,000</i>	<i>235,000</i>
<i>Whitwick Business Centre</i>	<i>205,000</i>	<i>205,000</i>	<i>-</i>
<i>Customer Service Centre</i>	<i>-</i>	<i>85,000</i>	<i>-85,000</i>
Total Income	-251,000	-66,000	-185,000
<i>Council Offices</i>	<i>-41,000</i>	<i>-41,000</i>	<i>-</i>
<i>Whitwick Business Centre</i>	<i>-210,000</i>	<i>-25,000</i>	<i>- 185,000</i>
Capital Financing Costs	74,800	45,400	29,400
<i>Minimum Revenue Provision</i>	<i>74,800</i>	<i>45,400</i>	<i>29,400</i>
			-
Net Revenue Cost	518,800	524,400	5,600

Five year Capital Position

	Baseline position	Business case position	Estimated Saving/(cost)
<u>5 year</u> capital costs	3,740,000	3,520,000	220,000
Anticipated Capital Receipt		- 1,250,000	- 1,250,000
Net Capital Cost	3,740,000	2,270,000	1,470,000

Net Present Value Position

	Baseline position	Business case position	Estimated Saving/(cost)
<u>50 year</u> Net Present Value	- 28,630,000	- 16,110,000	- 12,520,000

Corporate Accommodation

- [Meeting of Corporate Scrutiny Committee, Wednesday, 9th June, 2021](#)
[6.30 pm \(Item 8.\)](#)

Report of the Strategic Director

Minutes:

The Strategic Director gave a presentation to Members.

Members understood the problems with the current building and acknowledged the work required to raise the standard and become more energy efficient. They also agreed on the importance of retaining Stenson House due to its heritage within the area.

The majority of Members were in support of the location of Customer Services into Coalville Town Centre as it would provide better access for the public, but a suggestion was made that other customer service hubs be considered for other areas such as Ashby and Castle Donington to make services more accessible throughout the District.

Some questions were raised in relation to the support to be provided to Members as there were concerns that they would be based in a different building to officers. The Strategic Director reassured Members that they would be included in all plans and as a customer, would be engaged throughout the process. He felt it was important to listen to Members' needs and would be consulting on all aspects including the refurbishment of Stenson House to form the Civic Hub.

Although generally positive about the proposals, there were some strong views in relation to the accessibility of officers to Members as they were often unable to make contact, and this had become much worse since officers were working remotely due to the Pandemic. There were concerns that if services were split across several buildings, and officers were to continue to work remotely, the service to Members would decline. The Strategic Director reported that the way of working due to the Pandemic had

proven that officers did not need to be co-located anymore and the future working model, that staff were currently being consulted on, meant that 50 percent of staff would be able to work in the new accommodation at one time, so it would not be a fully remote workforce. It was confirmed that Members would be briefed on the new working model in the coming weeks.

Comments were made on the level of service provided to customers as part of the proposals and the possible confusion due to the split across three separate buildings. A further comment was made on the current amount of time it took to navigate through the customer services options when calling the service line as it was a very lengthy process which led to abandoned calls. The Strategic Director explained that the public would be encouraged to visit the Coalville Town Centre office if they needed to make contact in person and there would be a bigger focus on digital connectivity. The front office would need to have as much knowledge as possible to assist the public and appointments with specific officers would be available if the issue could not be dealt with in person, on the phone or online. The Strategic Director also confirmed that officers were currently working on a new customer services strategy that would hopefully be presented to Members in the autumn.

During discussion, a Member raised concerns that the proposals to reduce accommodation size were being put forward too soon as other large companies were now taking the decision to bring staff back into offices rather than continuing to work remotely. The Strategic Director explained that consultation with staff on the future working model had received a positive result and it had been confirmed that services could continue to be delivered remotely. He added that the proposals would also reduce the current running costs associated with the building and hence helping to achieve the savings set out in the budget.

The Chairman thanked Members for their contributions and confirmed that comments made would be presented to Cabinet when it considers the report at its meeting on 27 July 2021.

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

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 27 JULY 2021



Title of Report	PROVISIONAL FINANCIAL OUTTURN 2020/21	
Presented by	Councillor Nicholas Rushton Corporate Portfolio Holder	
Background Papers	Budget and Council Tax 2020/21, Council, February 2020	Public Report: Yes
	2021-2026 Medium Term Financial Plan, Cabinet, February 2021	Key Decision: Yes
Financial Implications	This report sets out the financial outturn for 2020/21. The year was heavily affected by the pandemic and the council's response to it. This took a toll on the general fund's finances, with the budgeted £630,000 surplus turning into a £32,000 deficit. The housing revenue account fared better, with a surplus of £2.6 million, and the special expenses accounts ended with a surplus of £35,000.	
	The capital programme underspent significantly, with spend of £16.9 million against a £33.2 million budget. Signed off by the Section 151 Officer: Yes	
Legal Implications	None.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	None.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To provide Cabinet with an overview of the Council's provisional financial outturn for 2020/21.	
Reason for Decision	Paragraph A.19 of the Council's Finance Procedure Rules requires the Head of Finance to provide quarterly reports on the Council's financial position.	
Recommendations	THAT CABINET APPROVES THE FINANCIAL PERFORMANCE FOR 2020/21 AND ITS ASSOCIATED IMPACT ON RESERVES AND BALANCES AS AT 31 MARCH 2021.	

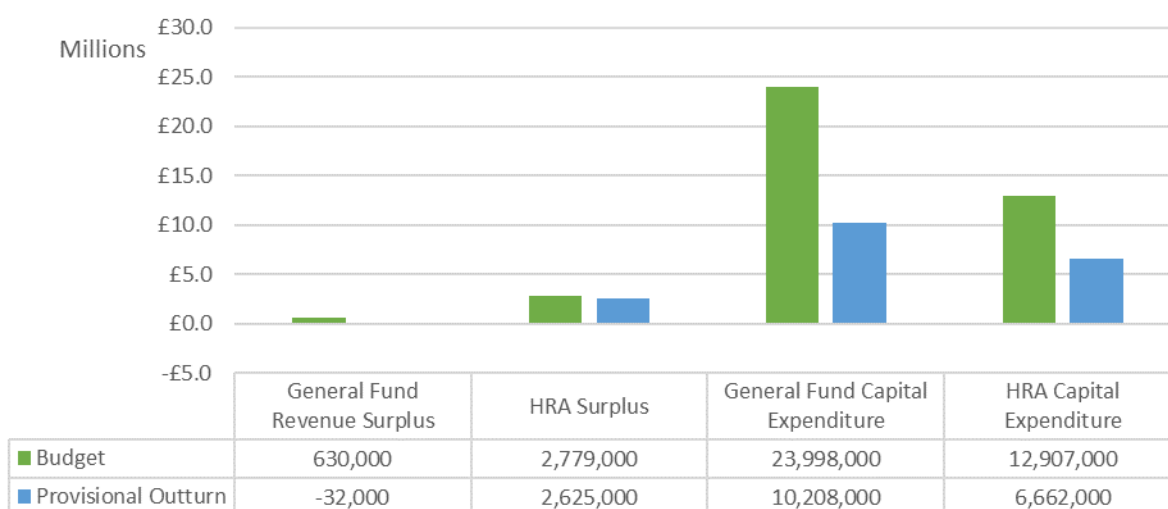
1.0 INTRODUCTION

- 1.1 Every year the council is required to produce its financial statements for the year, to set out the financial position of the council and summarise the material transactions within the year. This report provides Cabinet with an overview of the Council's provisional financial outturn for 2020/21 prior to the draft accounts being published on our website in late July 2021.
- 1.2 All outturn figures are noted as provisional as they are subject to the external audit and may change. The Audit and Governance Committee is due to consider and approve the final accounts on 22 September 2021, subject to completion of the audit.

2.0 FINANCIAL OVERVIEW

- 2.1 Figure one sets out the provisional outturn of key financial metrics for the Council's two main accounts, the General Fund and Housing Revenue Account (HRA). The figures show that financial outturn was less favourable than predicted in the 2020/21 budget that was approved by Council in February 2020. The effects of the global pandemic accounts for most of that adverse movement, and despite this setback, the Council's reserves position remains reasonably stable and healthy.

Figure 1: 2020/21 Financial Overview



- 2.2 The small deficit on the General Fund, however, provides a slight concern. The Medium Term Financial Plan, last submitted to Cabinet in February 2021, showed potential deficits on the general fund from 2023/24, which are due to be reduced by savings from the Journey to Self Sufficiency Programme (J2SS) and funded using balances from the self-sufficiency reserve. As a result of the Covid-19 pandemic, the Council has not been able to progress the J2SS programme as planned, which means savings have not materialised this year and less has been contributed to the self-sufficiency reserve as a result.
- 2.3 Sections 3 to 5 of this report provide more detailed analysis of the provisional outturn for the three revenue accounts: the general fund, housing revenue account and special expenses. Section 6 then provides an update on the Council's capital programmes. Section 7 provides an update on work to improve financial management within the Council.

3.0 GENERAL FUND

3.1 Table 1 breaks down the provisional outturn for the general fund. It shows a £32,000 deficit, compared to a budgeted surplus of £630,000, which was due to be transferred to the Self-Sufficiency Reserve.

Table 1: General Fund Provisional Outturn Position

		2020/21 Budget £'000	2020/21 Provisional Outturn £'000	Variance £'000
1	Chief Executive	368	363	-5
2	Human Resources	648	640	-8
3	Legal & Commercial Services	1,412	1,379	-33
	Total Chief Executive's Department	2,428	2,382	-46
4	Strategic Director of Place	359	361	2
5	Community Services	6,297	7,675	1,378
6	Planning and Infrastructure	492	347	-145
7	Economic Development	828	831	3
8	Joint Strategic Planning	12	12	0
	Total Director of Place	7,988	9,227	1,239
9	Customer Services	3,100	2,822	-278
10	Finance	962	1,048	86
11	Strategic Housing	535	520	-15
	Total Director of Housing & Customer Services	4,597	4,390	-207
12	Non-Distributed Costs	93	72	-21
13	Corporate and Democratic Core	39	43	4
14	Journey to Self-Sufficiency Savings	-570	-116	454
15	Climate Change Reserve	885	885	0
	Net Cost of Services	15,460	16,883	1,423
16	Net Recharges	-1,470	-1,320	150
	Net Cost of Services after Recharges	13,990	15,563	1,573
17	Net Financing Costs	1,210	1,216	6
18	Investment Income	-191	-138	53
19	Localisation of Council Tax Grant	89	89	0
20	Revenue Contribution to Capital	115	147	32
21	Debt Restructuring Premium	0	23	23
22	Transfer to Reserves	0	4,801	4,801
23	Transfer to Other	0	7	7
24	Covid Response	0	704	704
	Net Revenue Expenditure	15,213	22,412	7,199
25	New Homes Bonus	3,411	3,411	0
26	Transfer from Collection Fund	66	66	0
27	Other Grants	0	1,755	1,755
28	Council Tax	5,484	5,484	0
29	National Non-Domestic Rates Baseline	6,882	11,664	4,782
	Total Funding	15,843	22,380	6,537
	General Fund Surplus/(Deficit)	630	-32	-662

3.2 Adverse variances

3.2.1 The adverse variances within table 1 total £2.9 million, with key movements relating to:

- **Community Services - £1.4 million (line 5).** The main causes of this variances are additional costs within our waste services of £549,000, largely explained by the need for additional staff to operate our waste services in covid-secure ways. Leisure services also cost £535,000 more than budget as a result of additional management and support costs to the leisure provider, which was partially offset by £123,000 of grant funding from the National Leisure Recovery Fund. Grounds maintenance costs were also £117,000 higher due to lost income related to the pandemic after factoring in £117,000 of income from Government's income compensation scheme.
- **Covid Response - £479,000 (line 26).** This line corresponds to the net costs of dealing with covid-19 that are held centrally, rather than featuring within service area budgets. Additional expenditure includes £25,000 on staff, £134,000 on cleaning, £134,000 on transport, £85,000 of payments to support parish councils and £75,000 of additional computing costs.
- **Journey to Self Sufficiency Savings - £454,000 (line 15).** The 2020-21 budget included provisional savings of £570,000 from the Council's Journey to Self-Sufficiency Programme. Most work on this programme was paused whilst the Council responded to the pandemic. Savings of £116,000 were identified through a budget review, leaving a shortfall of £454,000 against budget.

3.3 Favourable variances

3.3.1 Favourable variances totalled £0.5 million in 2020-21, with the key movements including:

- **Customer Services - £278,000 (line 17).** The Customer Services line includes our frontline customer service staff, but also other corporate functions such as the ICT, Property Services and Revenues and Benefits teams. Most of this variance is explained by budgeted repairs to the council office coming in £207,000 under budget, as planned one-off repairs were not completed due to the pandemic and pending consideration on the future office needs. There was also a net underspend of £90,000 from the Revenue and Benefits team, offset by additional expenditure of £63,000 on ICT services.
- **Planning and Infrastructure - £145,000 (line 7).** This is largely due to underspends on the local plan (£87,000) and on High Speed 2 (£82,000). Planning fee income was significantly lower than expectations during the year (£200,000) but this was largely offset by compensation from government (£109,000) and small underspends in employee costs, supplies and services across the planning teams.

3.4 The above variances show that the pandemic has had a significant impact on the Council's finances. Officers estimate that the total net cost to the general fund of the pandemic, excluding financial support provided by government, is around £2.2 million. Government provided £1,360,000 of support grants for the Council to compensate for lost income and additional costs, as well as £355,000 of new burdens funding for administering business grant schemes during the year. This additional income is shown in line 27 on table one.

3.5 The effect of earmarked reserves are built into the figures in table one. Two noticeable movements are:

- **Transfer of the Business rates reserves - £4.8 million (Lines 22 and 27).** In 2020/21 Government paid the Council £4.8 million in compensation for the business rates reliefs offered to businesses. This is seen as income on line 27, and line 22 is a transfer into earmarked reserves to fund the deficit expected on the collection fund next year.
- **The Climate Change Reserve - £1 million (lines 15 and 20).** In 2020-21 Cabinet created a £1 million climate change reserve, which was split between a £885,000 revenue budget (line 15) and £115,000 revenue contribution to capital (line 20). So far £138,000 has been spent, with £862,000 carried forward to future years.

3.6 General Fund Reserves

3.6.1 Despite the small deficit on the general fund this year, which must be met from reserves, the overall reserve position has increased significantly, from £16.7 million to £21.3 million (see table 2 below). This is primarily due to £4.8 million of business rate income being set aside to offset expected future volatility, with £4.3 million of that provision is expected to be used in 2021-22. There is also an earmarked reserve of £884,000 relating to grants for businesses, which was subsequently distributed to businesses by June 2021. Without these significant short term reserve movements, reserves have fallen by £0.6 million.

Table 2: General Fund Reserve Balances

	31 March 2020 £ million	31 March 2021 £ million
Minimum working balance	1.5	1.5
Self-Sufficiency reserve	6.3	6.2
Earmarked Reserves	8.5	13.4
Asset Protection Fund	0.2	0.2
Other	0.2	0.0
Total	16.7	21.3

3.6.2 The Council's reserve position has historically been high compared to other authorities within Leicestershire, with the Council's usable reserves compared to net revenue expenditure being 122% in 2019/20 compared to 85% within Leicestershire. The figures presented in this report shows usable reserves compared to net expenditure falling to 117% in 2020-21.

4.0 HOUSING REVENUE ACCOUNT (HRA)

4.1 Table 3 sets out the provisional outturn for the HRA, which covers our day-to-day income and expenditure from our activities as a social housing landlord. The net surplus was £154,000 lower than budgeted at £2.6 million. Within this movement there are £699,000 of adverse variances, along with £545,000 favourable variances.

Table 3: Housing Revenue Account Provisional Outturn 2020/21

	Approved Budget £'000	Provisional Outturn £'000	Provisional Variance £'000
Repairs and Maintenance	5,256	5,348	92
Supervision and Management	2,469	2,318	-151
Provision for Doubtful Debts	100	112	12
Capital Financing (Depreciation, Impairment & Debt Management)	4,076	4,182	106
Total Expenditure	11,901	11,960	59
Less Rental Income & Service Charges	-17,952	-17,857	95
Net Cost of Service	-6,051	-5,897	154
Capital Financing (Principal & Interest)	3,382	3,339	-43
Investment Income	-110	-67	43
NET (SURPLUS) / DEFICIT	-2,779	-2,625	154

4.2 Adverse variances

4.2.1 The main HRA movements are described below:

- **J2SS savings - £225,000.** The 2020/21 budget included provision for £225,000 of savings from the Journey to Self Sufficiency Programme. As officers' energy was diverted to responding to the pandemic these savings were not identified this year.
- **Increased corporate recharges - £163,000.** As a ringfenced account, charges for corporate services, such as IT, HR, Legal and Finance, sit within the General Fund and are recharged back to the HRA. This means a proportion of adverse variances within the general fund corporate services budgets impact the HRA.
- **Lower than anticipated income – £132,000.**
- **Reduced investment income -£43,000.** Plans to invest in a property portfolio to earn higher returns did not go ahead, along with covid-19 reducing interest rates from existing sources.

- **Increased costs on Repairs and Maintenance - £40,000.** The pandemic caused significant disruption to our repairs and maintenance service which significantly reduced the volume of work that could be completed and required changes to established working practices. This meant that whilst the value of repair jobs completed fell, costs remained high reflecting the high level of fixed costs (e.g. staffing costs and vehicles) associated with the service.

4.2.2 Other, smaller variances in the year amounted to £96,000 and included additional provision for bad debts, following new debt write-off policies implemented in response to the pandemic (£12,000) additional spend on pest control (£11,000) and higher than anticipated spend on council tax for empty properties (£13,000).

4.2.3 Of the adverse variances, around £343,000 has been identified as resulting from the pandemic.

4.3 Favourable Variances

4.3.1 The main favourable variances for the HRA include:

- **Underspends on salaries - £236,000.** This comprises a net saving of £124,000 from underspends compared to budget, as well as £112,000 charge to the General Fund for staff that were diverted from their normal landlord-related duties to respond to the pandemic.
- **Lower interest costs - £43,000.** This relates to historic debt that predates the HRA becoming self-financing and is the result of lower interest rates caused by the pandemic.
- **Reduced costs resulting from pandemic related changes to service delivery - £126,000.** This includes reduced costs from grounds maintenance services (£27,000) and underspends from our resident involvement and tenant scrutiny panel (£28,000) resulting from the suspension of these services. There were also savings from reduced travel expenditure and car allowances (£34,000) and reducing grants to community groups that could not run (£25,000)
- **Lower than anticipated expenditure on utility bills - £37,000.** This includes lower gas, electricity and water bills across our HRA properties through the year.

4.3.2 Of the favourable variances, around £157,000 have been identified as resulting from the pandemic.

4.4 HRA Reserve Position

4.4.1 The HRA surplus of £2.6 million will be retained in HRA balances, which gives the Council the ability to use these funds flexibly in the future when opportunities arise, for instance to provide further funding to the capital programme or to repay debt when it falls due.

4.4.2 This brings the total HRA reserves up to £19.4 million. Table 4 below breaks down these balances and shows that there is now £5.3 million in reserves available to use flexibly in the future. This is in addition to the £13.0 million in the loan redemption reserve, which will be used in March 2022 to repay the first two HRA self-financing loans.

Table 4: HRA Reserve Balances

	31 March 2020 £ million	31 March 2021 £ million
Minimum working balance	1.0	1.0
Loan redemption reserve	13.0	13.0
Earmarked Reserves	0.1	0.1
HRA Balances	2.7	5.3
Total	16.8	19.4

5.0 SPECIAL EXPENSES

5.1 Where the Council provides services on behalf of, or in absence of, parish councils, the costs are managed through separate special expense accounts for each area. The disruption caused by the pandemic led to the cancellation of events and the reduction of routine work such as grounds maintenance, meaning expenditure was £182,000 lower than budget at £460,000. After accounting for financing costs and planned earmarked reserves (which includes £30k carried forward for Christmas lighting and decorations for 2021/22), the special expenses accounts finished the year with a £35,000 surplus as opposed to the £35,000 deficit that was budgeted for, with a resulting £35,000 increase in reserves, as shown in figure 2 below.

Figure 2: Special Expenses Financial Overview



6.0 CAPITAL

6.1 The Council's budgeted capital programme for 2020/21 was £36.9 million, of which £24.0 million related to the general fund and £12.9 million related to the housing revenue account. The outturn for the year was £16.9 million, with £16.0 million of slippages being carried forward into next year.

6.2 General Fund Capital Programme Movements

6.2.1 The provisional outturn on the General Fund capital programme was £10.2 million against a total budget of £24.0 million, an underspend of £13.8 million. Table 5 provides a detailed breakdown of expenditure against key lines, with £13.6 million of the underspend due to be carried forward into the next financial year and £170,000 of identified savings.

Table 5: General Fund Capital Programme Outturn 2020/21

Scheme	Original Budget £'000	Prior Year c/fwd £'000	In Year Approvals /funding £'000	Revised Budget £'000	Provisional		Carry forward to next year
					Outturn £'000	Variance £'000	
Disabled Facilities Grants	670	0	45	716	716	0	0
Council Offices	350	147	0	497	14	-484	435
IT & Software (Inc Finance Review & WIFI)	115	250	32	396	294	-102	102
Transport Account Vehicles	1,070	200	43	1,313	173	-1,140	1,140
Hood Park Leisure Centre Ashby	0	121	0	121	121	0	0
New Leisure Centre Coalville	9,678	7,251	0	16,929	8,048	-8,881	8,881
Depot works - various	0	94	55	149	67	-83	83
Car Parks	47	25	0	72	0	-72	72
Coalville Market Provision	0	218	354	572	516	-56	56
Commercial Property Works - various	165	0	0	165	0	-165	165
Heritage Assets work - Moira Furnace	0	280	0	280	0	-280	280
Other Works (Salt Bay Cover and Appleby Magna)	610	151	0	761	54	-707	585
Marlborough Square	0	1,766	0	1,766	99	-1,667	1,667
CV Park and Cemetery works	75	0	0	75	0	-75	75
Electrical Vehicle Charging and Recycling Trolleys	140	0	45	185	107	-78	78
	12,920	10,504	574	23,998	10,208	-13,791	13,619

6.2.2 The variances within the General Fund capital programme include:

- **New Coalville Leisure Centre.** Delays in obtaining agreement to carry out works on the A511 have resulted £8.9 million of slippage into 2021/22.
- **Marlborough Square Improvements.** Delays on this project have resulted in £1.7 million of slippage which is fully funded by reserves. The delay was mainly due to our ability to move on to the construction phase for this project in the previous year, which is governed by completion of a Section 278 Highways agreement with Leicestershire County Council. The S278 Agreement for this project was particularly complex and the Highway authority had requested further survey information. Once all consents were in place and a contractor appointed expenditure proceeded, however the delay from 2019/20 affected this year.
- **Transport Account Vehicles.** In light of the climate emergency, the Council has put on hold procurement of new vehicles until a new fleet strategy has been agreed. This

has resulted in slippages of £1.1 million. The transport account is funded by a combination of a grant, capital receipts (from the sale of disposed vehicles) and mostly unsupported borrowing.

- **Other Works – Salt Bay Cover and Appleby Magna Caravan Park.** Due to delays in commencement of the projects and delays in works, there is a total of £585K slippages to 2021/22 and identified savings in the year of £121.6K. Delays in works were due to the pandemic and also due to lengthy negotiations with third parties who would be affected by the development works. Both schemes were fully funded through reserves.
- **Council Offices.** Improvement works to the council are paused whilst a review of the Council's accommodation is completed. This has resulted in an identified saving of £49K and slippages of £435K. All capital works were to be funded through unsupported borrowing.

6.3 HRA Capital Programme Movements

6.3.1 The provisional outturn on the HRA capital programme is £6.7 million against a budget of £12.9 million, an underspend of £6.2 million. Table 6 below provides a detailed breakdown of expenditure against key lines, with £2.4 million of the underspend due to be carried forward into the next financial year.

Table 6: HRA Capital Programme Outturn 2020/21

Scheme	Original Budget £'000	Prior Year c/fwd £'000	In Year Approvals /funding £'000	Revised Budget £'000	Provisional		Carry forward to next year £'000
					Outturn £'000	Variance £'000	
Home Improvement Programme	3,870	0	0	3,870	1,776	-2,094	815
New Supply Programme	3,811	1,556	0	5,367	3,282	-2,085	426
Estate Improvements	770	487	0	1,257	187	-1,070	391
Compliance	125	400	0	525	54	-471	470
Major Aids and Adaptations	300	0	0	300	277	-23	23
Supported Housing Improvements	200	300	0	500	0	-500	230
Capitalised salaries	614	0	0	614	480	-134	0
Other capital projects	474	0	0	474	606	132	0
TOTAL HRA CAPITAL PROGRAMME	10,164	2,743	0	12,907	6,662	-6,245	2,355

6.3.2 The variances within the HRA capital programme include:

- **Home Improvement Programme underspend of £2.1 million.** This programme was adversely affected by the pandemic, with non-essential work on tenants' homes suspended for a number of months as a result of restrictions. Officers have reprofiled the five-year programme to allow work that did not take place to be completed in future

years. For this reason, only £815,000 of funding is carried forward into next year's programme, with further revisions to years 2 to 5 of the programme expected in the 2022/23 budget setting process.

- **New Supply Programme underspend of £2.1 million.** The New Supply programme budget consisted of £3.8 million for new build projects and £1.6 million for acquisition of homes and land. The new build budgets had a collective underspend of £3.4 million as a result of delays in starting work on a number of sites. This was offset by spending £1.3 million more than the original budgeted amount on acquisitions, as the Council began a programme of acquiring properties on the open market to increase the supply of affordable homes.
- **Expenditure on estate improvements was underspent by £1.1 million.** This programme encompasses a variety of smaller projects, the largest of which is off-street parking improvement works, which was budgeted at £628,000 with spend of £187,000. Projects being carried forward to next year include works to install mobility scooter stores, a pilot place-shaping project and additional underspend on the off-street parking improvements that was not already built into next year's budget as part of the 2021/22 budget process.
- **Supported Housing Improvements was underspent by £500,000.** Work to begin designing improvements was put on hold in response to the pandemic, with the programme rebased in the 2021/22 budget. The element relating to improvements with assistive technology is being carried forward into next year's programme, with an expected cost of £230,000.
- **The new Housing IT system project was overspent by £236,000.** The 2020/21 budget for this programme was based on the project ending in April 2020, but delays, including the temporary suspension of the project to allow staff to respond to the pandemic, means the project is not due to be completed until later this year.

6.3.3 At the end of the year the HRA capital programme funding balances stood at £9.6 million at 31 March 2021, compared to £10.0 million at the start of the year. This fall is largely down to right to buy sales being significantly lower than anticipated in 2020-21, with 33 sales compared to a budgeted figure of 42 sales. This meant capital receipts from right to buy sales were £0.5m lower than budgeted for.

7.0 IMPROVING FINANCIAL MANAGEMENT

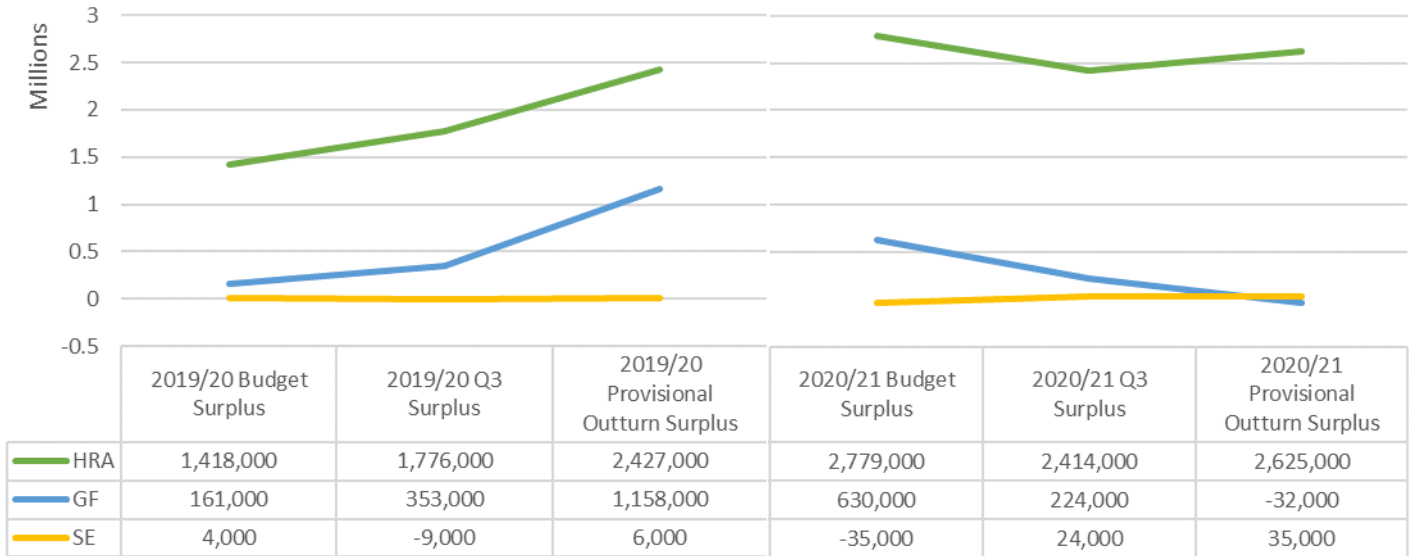
7.1 The Council has had to adapt plans to improve financial management to reflect the changing circumstances over the year. This included starting budget monitoring earlier than previously, so the financial effect of the pandemic could be understood and factored into decision making. Resources were also diverted into additional reporting requirements, as well as supporting wider pandemic such as grant processing.

7.2 As a result, planned improvements to the Council's financial management have been curtailed, although critical work has continued, such as the procurement and development of the new finance system which is due to go live at the beginning of the next financial year.

7.3 Nevertheless, figure 3 below shows that the Council did not experience such a significant favourable movement between quarter 3 and outturn as it has done in previous years. The general fund surpluses moved by £256,000, compared to

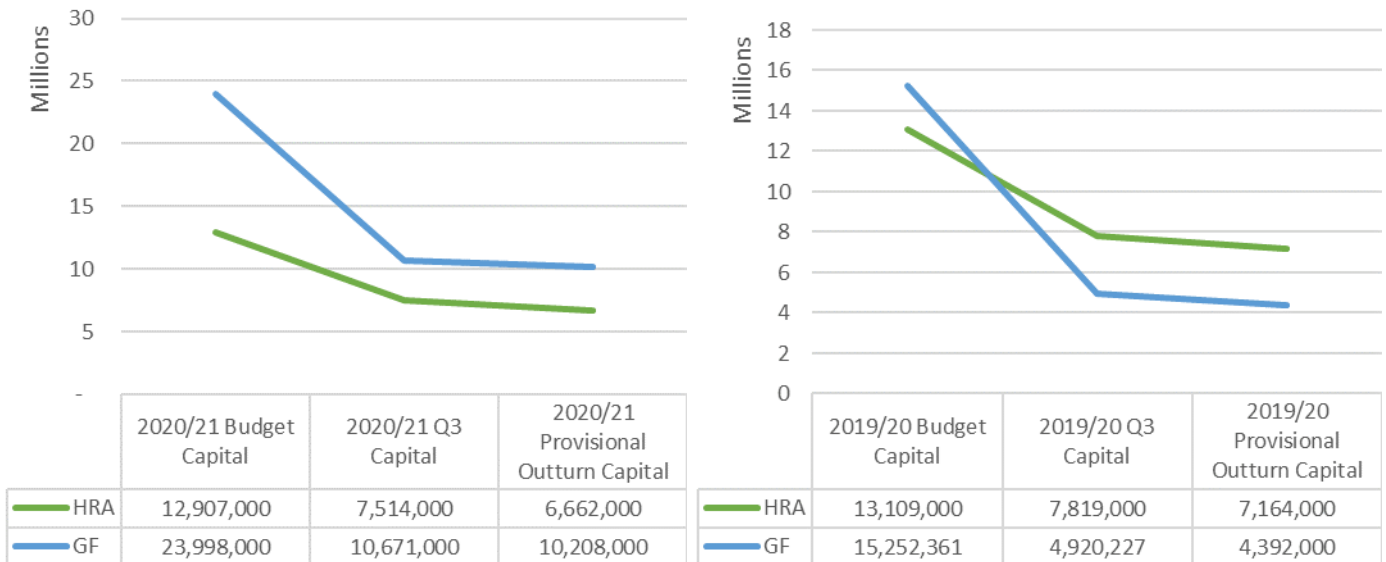
£805,000 in the previous year, whilst the HRA moved by £211,000 compared to £651,000 in the previous year.

Figure 3: Comparison of revenue surpluses at budget, quarter three and provisional outturn in 2019-20 and 2020-21



7.4 The variance between quarter 3 and outturn is less pronounced within the capital programme, with figure 4 below showing that developing an accurate budget remains the challenge with capital, due to the propensity for projects to slip into future years. Officers will consider ways to reduce the effect of this issue more during the 2022/23 budget setting process.

Figure 4: Comparison of expected capital expenditure at budget, quarter 3 and provisional outturn in 2019-20 and 2020-21



Policies and other considerations, as appropriate	
Council Priorities:	The financial position of the Council affects all the Council's priorities.
Policy Considerations:	Not applicable.
Safeguarding:	Not applicable.
Equalities/Diversity:	Not applicable.
Customer Impact:	Not applicable.
Economic and Social Impact:	Not applicable.
Environment and Climate Change:	Not applicable.
Consultation/Community Engagement:	Not applicable.
Risks:	The report sets out that the Council experienced a deficit position on the general fund this year, largely because of the pandemic. This means the Council was unable to set aside the budgeted £630,000 surplus to the journey to self-sufficiency reserve, which reduced the Council's ability to mitigate anticipated financial deficits in the medium term. This risk will be explored later in the year with the update to the medium term financial plan.
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Title of Report	DRAFT AFFORDABLE HOUSING SUPPLEMENTARY PLANNING DOCUMENT (SPD)	
Presented by	Councillor Robert Ashman Portfolio Holder for Planning and Infrastructure	
Background Papers	National Planning Policy Framework National Planning Practice Guidance North West Leicestershire Local Plan Statement of Community Involvement (February 2019)	Public Report: Yes Key Decision: Yes
Financial Implications	The cost of preparing the SPD is being met through existing budgets.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	None from the specific content of this report. The preparation of the SPD will need to comply with the Town and Country Planning (Local Planning) (England) Regulations 2012.	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	No staffing implications associated with the specific content of this report. Links with the Council's Priorities are set out at the end of the report.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	This report presents a draft Affordable Housing Supplementary Planning Document for Cabinet's consideration with a recommendation that it be referred on to Local Plan Committee. The SPD will provide additional guidance about the application of the Council's planning policies for affordable housing and the Council's wider operational support for affordable housing.	
Reason for decision	To progress with the public consultation on the Supplementary Planning Document subject to the approval of the Local Plan Committee.	
Recommendations	THAT CABINET REQUESTS THE LOCAL PLAN COMMITTEE TO APPROVE THE DRAFT AFFORDABLE HOUSING SUPPLEMENTARY PLANNING DOCUMENT IN APPENDIX 1 FOR PUBLIC CONSULTATION.	

1. BACKGROUND

- 1.1 Officers from the Planning Policy and Strategic Housing Teams have prepared a draft Affordable Housing Supplementary Planning Document which is attached at Appendix 1 of this report.
- 1.2 A supplementary planning document (SPD) is a document which provides further information about a policy or policies in a development plan. A SPD can be a helpful way to provide guidance on such matters as how a policy should be interpreted in development control decisions, what information applicants need to supply to meet the requirements of a policy and procedural arrangements. Importantly an SPD is not itself part of the development plan but it is capable of being a material consideration in planning decisions.
- 1.3 The Council previously had an Affordable Housing SPD dating from January 2011. Amongst other things, the 2011 SPD contained details of how commuted sums would be calculated where these are agreed in lieu of on-site affordable housing.

- 1.4 Following the adoption of the North West Leicestershire Local Plan (2017), Cabinet agreed that a number of SPDs and planning guidance documents, including the 2011 Affordable Housing SPD, should be withdrawn as a result of them becoming out of date and/or inconsistent with the adopted Local Plan.
- 1.5 More recently, an internal audit review of the Council's affordable housing Section 106/commuted sums process undertaken between October 2019 and February 2020 identified that the withdrawal of the 2011 SPD means that the Council no longer has a clear and publicly stated position on the calculation it uses for commuted sums. This risked an inconsistent approach and sums not being robustly justified. The review recommended that a new Affordable Housing SPD be prepared to address these matters with a target date of the end of August 2021.
- 1.6 Further, Local Plan Policy H5 – Rural Exceptions Sites for Affordable Housing states that an SPD will be prepared to help those preparing planning applications on rural exceptions sites.

2. DRAFT AFFORDABLE HOUSING SPD

- 2.1 Importantly, an SPD cannot be used to change or add to the policies in the adopted Local Plan. Such policy changes can only be made through the Local Plan Review.
- 2.2 As outlined, the primary instigation for the SPD was the need for clarity concerning affordable housing commuted sums. Nonetheless, the acceptance of commuted sums is very much a last resort. The National Planning Policy Framework (NPPF) expects affordable housing to be provided on-site (paragraph 62) whilst Local Plan Policy H4(3) affirms that “the Council's preference is for on-site affordable housing provision” and the supporting text confirms that “exceptional circumstances” must be demonstrated for commuted sums to be accepted. This is the Council's expectation and is very much emphasised in the draft SPD.
- 2.3 In respect of commuted sums, the draft SPD sets out;
 - alternative ways to secure site-based provision which should be explored before commuted sums are considered
 - examples of circumstances which could be sufficiently ‘exceptional’ to justify commuted sums
 - two approaches for calculating commuted sums
 - where viability is an issue, the contribution is that which can be afforded based on an independent review of the applicant's viability assessment. The requirements for the viability assessment are set out in the SPD.
 - in all other cases, the contribution is based on the value of the affordable housing which would have been provided on site. The methodology is set out in the draft SPD.
 - timings of when commuted sums must be paid
 - the types of measures commuted sums could be spent on
- 2.4 The SPD is also an opportunity to set out a number of wider matters, namely;
 - information about the Council's general approach to affordable housing with respect matters such as to local connection requirements, the role of Registered Providers and eligibility criteria
 - how the Government policy requirements for 10% affordable home ownership and for First Homes, both introduced since the Local Plan was adopted, will be applied in planning decisions
 - the information the council requires to invoke the cascade arrangement in a signed section 106 agreement where changed circumstances mean the agreed affordable housing provision cannot be achieved

- confirmation of the policy approach to housing schemes which are predominantly or wholly affordable
- 2.5 The SPD also includes a section on rural exceptions sites. To recap, a rural exceptions site is a site in the countryside which is exceptionally permitted in order to meet a local, affordable need. To that effect, the draft SPD covers the following matters;
- evidential requirements including local affordable housing needs surveys
 - how 'locally identified affordable housing need', as required by Policy H5, is defined
 - approach to shared ownership on rural exceptions sites
- 2.6 SPDs do not require a Sustainability Appraisal whilst a Strategic Environmental Assessment screening is not required for this SPD as the environmental effects of the Local Plan policies to which the SPD relate, have previously been tested through the Local Plan process.
- ### 3. NEXT STEPS
- 3.1 Formulation of an SPD is an Executive function but adoption is a Council function which has been delegated to the Local Plan Committee.
- 3.2 Therefore, Cabinet are asked to request the Local Plan Committee of 8 September 2021 to approve the draft SPD go out to public consultation. The Town and Country Planning (Local Planning) (England) Regulations 2012 require a minimum of 4 weeks for consultation, but it is the Council's established practice as set out in the Statement of Community Involvement to undertake consultation over a 6 week period.
- 3.3 Following the public consultation a further report considering the responses to the consultation and amending the draft SPD as necessary will then need to be brought back to Cabinet and then to the Local Plan Committee for final approval.

Policies and other considerations, as appropriate	
Council Priorities:	The preparation of the Affordable Housing SPD will be particularly relevant for the following Council Priority; - Local people live in high quality, affordable homes
Policy Considerations:	Adopted Local Plan National Planning Policy Framework
Safeguarding:	None specific
Equalities/Diversity:	None specific
Customer Impact:	None specific
Economic and Social Impact:	The decision, of itself, will have no specific impact. The SPD, if approved, will have social benefits by supporting the delivery of affordable housing in the district
Environment and Climate Change:	The decision, of itself, will have no specific impact.
Consultation/Community Engagement:	The draft SPD will be published for consultation. The consultation arrangements will be governed by the Council's Statement of Community Involvement.
Risks:	None specific.
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Introduction

North West Leicestershire District Council has a strategic responsibility to meet the housing needs in the District.

The National Planning Policy Framework 2019 (NPPF) defines Affordable Housing as “*Social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices. Affordable housing should include provisions to remain at an affordable price for future eligible households or for the subsidy to be recycled for alternative affordable housing provision*”. The NPPF sets out the types of tenures that are acceptable forms of Affordable Housing.

The purpose of this Supplementary Planning Document is to support the delivery of affordable housing in North West Leicestershire particularly through the operation of Policies H4 and H5 of the North West Leicestershire Local Plan 2017 [insert link]. The SPD covers the following specific matters;

- alternative ways to secure site-based provision which should be explored before commuted sums are considered
- examples of circumstances which could be sufficiently ‘exceptional’ to justify commuted sums
- two approaches for calculating commuted sums
 - where viability is an issue, the contribution is that which can be afforded based on an independent review of the applicant’s viability assessment. The requirements for the viability assessment are set out in the SPD.
 - in all other cases, the contribution is based on the value of the affordable housing which would have been provided on site. The methodology is set out in the draft SPD.
- timings of when commuted sums must be paid
- the types of measures commuted sums could be spent on
- information about what we expect to see in viability statements where viability has been raised as a concern;

Planning Policy Position

Overview of National Planning Policy

The National Planning Policy Framework 2019 (NPPF) sets out the three overarching objectives of the planning system namely an economic objective, a social objective and an environmental objective. One aspect of the social objective is to ensure that “a sufficient number and range of homes can be provided to meet the needs of present and future generations”.

Relevant sections of the NPPF which relate to affordable housing include the following:

- the definition of affordable housing includes affordable housing for rent, discounted market sales and other affordable routes to home ownership (Annex 2 Glossary).
- plan policies should set out the levels and types of affordable housing which will be required as part of development and should do this in a way which does not undermine the overall deliverability of the plan (paragraph 34)

- the size, type and tenure of homes required for different groups in the community (including those who require affordable housing) should be assessed and reflected in plan policies (paragraph 61)
- the presumption is that affordable housing will be provided on site unless “a) off-site provision or an appropriate financial contribution in lieu can be robustly justified; and b) the agreed approach contributes to the objective of creating mixed and balanced communities.” (paragraph 62)
- affordable housing should not be sought on schemes which are not major development (paragraph 63)
- in certain circumstances, a reduced affordable housing requirement applies to schemes which reuse/redevelop vacant buildings (paragraph 63)
- subject to some exceptions, at least 10% of the homes on major sites should be for affordable home ownership (paragraph 64)
- opportunities for local affordable housing needs to be met by means of rural exception sites should be supported and this could be enabled by the inclusion of an element of market housing in the scheme (paragraph 77).
- Local planning authorities should support the development of entry-level exception sites, suitable for first time buyers (or those looking to rent their first home), unless the need for such homes is already being met within the authority’s area (paragraph 71).

Overview of Local Planning Policy

Local Plan

The North West Leicestershire Local Plan 2017 [[link to be inserted](#)] provides the local planning policy framework for the district for the period to 2031. The plan contains 15 overarching objectives; objective 2 is to “support the delivery of new homes balanced with economic growth to provide a stock of housing that meets the needs of the community, including the need for affordable housing”.

Local Plan Policy H4 deals with the matter of affordable housing. The policy sets out the affordable housing percentage requirements according to a) settlement and b) whether the site is greenfield or brownfield, where a site is being brought forward as general market housing.

The policy does not provide detail on the tenure of affordable housing being delivered however Part (3) states

“The Council’s preference is for on-site affordable housing provision which should:

- include a mix of types and tenure that reflects the type and nature of any need at the time that the application is determined;”

The evidence base for the adopted Local Plan (currently under review) revealed a tenure split 80:20 between social/affordable rent and intermediate tenures. ([HEDNA 2017](#) Table 43 paragraph 7.57) The viability study prepared in support of the adopted Local Plan tested affordable housing scenarios based on 81% rented provision (split evenly between social and affordable rent) and 19% Shared Ownership ([Paragraph 3.3.1](#) (Local Plan Viability Study 2015) and section 3 (Proposed Publication Version Local Plan, Viability Review (Addendum) 2017)).

Part (2) of the policy identifies that site characteristics and financial viability will be taken into account when agreeing affordable housing provision and that the council will take a positive approach when viability is an issue.

Part (4) deals with legal agreements and part (5) addresses affordable housing for the elderly.

A copy of policy H4 is attached at Appendix 1

Policy H5 sets out the considerations which will apply to applications for rural exceptions sites. The purpose of the policy is to enable the delivery of affordable housing to meet local housing needs in locations outside the Limits to Development where new housing would not normally be allowed. Policy H5 requires the local affordable housing need to be demonstrated through evidence and confirms that legal agreements will be used to ensure that the affordable housing is for local needs and remains affordable in perpetuity. The policy also sets out site specific criteria and describes the circumstances when an element of market housing would be acceptable on a rural exceptions site.

A copy of policy H5 is attached at Appendix 2

Policy H6 deals with housing types and mix. It sets out that “We will seek a mix of housing types, size and tenures in new housing developments of 10 or more dwellings, in order to meet the identified needs of the whole community.” This policy is applicable to both market and affordable housing lead schemes. To ensure that identified needs are met it is expected that all affordable rented housing delivered in the district is covered by a nominations agreement with the Housing Department in line with our standard legal agreements.

A copy of Policy H6 is attached at Appendix 3

Neighbourhood Plans

There are currently two made Neighbourhood Plans in the district. Policy H5 of the Ashby de la Zouch Neighbourhood Plan is concerned with affordable housing. The percentage requirements and site size thresholds it contains match those in Local Plan Policy H4 and it also requires at least 40% of the affordable housing to be 1- or 2-bedroom homes. Commuted sums, where justified, should be used to fund affordable housing in Ashby de la Zouch or specialist accommodation elsewhere in the district.

Policy H2 of the Ellistown and Battleflat Neighbourhood Plan requires a mix of affordable housing types and sizes to match parish needs. The provision of smaller affordable homes and those for people with a local connection is supported.

Changes to National Policy since the adoption of the local plan

Since the Local Plan was adopted in November 2017, the Government has introduced or announced several changes which are relevant to the content of this SPD.

1. **Site size threshold.** The NPPF confirms that the site size threshold for affordable housing is schemes of 10 dwellings or more or where the site is 0.5Ha or more. This means that the Local plan policy is misaligned with the NPPF as Local Plan Policy H4 that sets a threshold of 11 dwellings/1,000sqm in Local Plan Policy H4 which was based on a previous Written Ministerial Statement on the subject. The council applies the national site size threshold to application proposals. This creates a scenario where sites of 10 dwellings are subject to the national policy requirement for affordable housing as explained below whilst the Policy H4 applies to sites of 11 or more (or more than 0.5Ha.)
2. **10% Affordable Home Ownership.** The NPPF expects that at least 10% of the homes on a site which triggers an affordable housing requirement should be for affordable home ownership. The council applies this requirement to application proposals The NPPF glossary gives examples of affordable home ownership products and this includes discounted market sales housing, shared ownership, equity loans, other low cost homes for sale and rent to buy. Therefore, sites of 10

units are subject to this provision and at least 1 home should be provided as affordable home ownership.

3. **Starter homes.** Whilst the statutory framework for Starter Homes is provided by the Housing and Planning Act (2016), the necessary secondary legislation to enable Starter Homes to be delivered through the planning process has never been laid before Parliament. The Ministry of Housing, Communities & Local Government no longer has a budget dedicated to the delivery of Starter Homes.
4. **Entry Level Exception Sites.** Entry level exception sites are exception sites providing housing suitable for first-time buyers or renters. They are sites unallocated in the local plan on the edge of existing settlements. The government has proposed that changes to the NPPF will see this category removed, but at the present time it has not published the change.
5. **First Homes.** First Homes are a form of discounted market housing specifically for first-time buyers where the discount is at least 30% of the full market value. The Government introduced First Homes in the Written Ministerial Statement of 24 May 2021 and in updated planning practice guidance issued the same day. Homes which meet the specified First Homes criteria qualify as 'affordable housing' for planning purposes (from 28 June 2021 onwards). The discount must be secured through a legal agreement so that it is available to future purchases in perpetuity. The Written Ministerial Statement specifies that at least 25% of the affordable housing requirement on a site should be First Homes.

Planning Policy Guidance for First Homes states that "once a minimum of 25% of First Homes has been accounted for, social rent should be delivered in the same percentage as set out in the local plan. The remainder of the affordable housing tenures should be delivered in line with the proportions set out in the local plan policy."¹

The Government's stance on the prioritisation of social rented units recognises their importance as part of a tenure mix. Policy H4 of the adopted Local Plan does not specify a tenure breakdown. However, evidence used to develop the plan identified was based on 81% of provision as rented units with the remaining 19% as Intermediate Equity Based Housing. Once account is taken of the requirement for 25% of the affordable housing requirement to be First Homes, the Council's strong preference is for the balance of any requirement to be met with social rented units which are the most suitable tenure option for those in the greatest housing need.

Any alterations to the First Homes criteria to make them more locally specific must be set through a Local Plan and such changes would need to be justified with evidence. This will be a matter for the Council to consider through its Local Plan Review process. In the meantime, the national criteria will be applied in planning decisions.

What do these changes mean for the application of policy H4?

The combined effect of the changes in national policy in respect of a) the First Homes requirement and the 10% affordable home ownership requirement on the requirements in Local Plan Policy H4, is best illustrated using examples:

¹ <https://www.gov.uk/guidance/first-homes>

Proposal	10% affordable home ownership	Policy H4 requirement	First Homes requirement	Remainder
80 dwellings on a greenfield site in Ashby de la Zouch	10% of 80 = 8 affordable home ownership	30% = 24 affordable homes	25% of 24 = 6 First Homes which will be part of the affordable home ownership requirement	16 x other affordable tenures
30 dwellings on a brownfield site in Coalville Urban Area	10% of 30 = 3 affordable home ownership	5% = 1.5 rounded up to 2 affordable homes	25% of 1.5 = 0.38 First Homes rounded up to 1 (as 25% is a <u>minimum</u> requirement) which will be part of the affordable home ownership requirement.	Nil
50 dwellings on a brownfield site in Measham	10% of 50 = 5 affordable home ownership	15% = 7.5 rounded up to 8 affordable homes	25% of 7.5 = 1.88 First Homes rounded up to 2 which will be part of the affordable home ownership requirement.	3 x other affordable tenures

Cascade Approach to Affordable Housing

Policy H4 sets out the level of affordable housing that should be delivered on sites based on location and site type. These contributions were set following viability testing of the overall plan and so the expectation is that any site coming forward can deliver the prescribed affordable housing and remain viable.

The assumption for any development should be that provision will be onsite. We would expect this to form part of the design brief for any new proposal and the site be designed accordingly.

With creativity and forethought it is expected that almost any site can be designed to support an on-site affordable housing contribution.

The Council's preference, therefore, as set out in Policy H4 is for affordable housing to be delivered onsite and we expect developments to be planned with this approach in mind.

Furthermore, we would secure this expectation through a section 106 agreement.

This agreement will include a cascade approach. This approach will establish the steps that are required to be taken in the event that post the conclusion of a S106 Agreement it is suggested that

the agreed on-site provision is not possible. The cascade approach adopts the following priority order:

- consideration of alternative on-site provision then,
- off-site provision then
- the use of commuted sums.

These are considered in more detail below.

On Site Provision

Where a site has viability constraints that make a policy compliant contribution undeliverable the Council will in the first instance discuss either a reduction in the amount of affordable housing and/or a switch of tenure to create a more favourable financial position. The developer will need to evidence via a viability assessment why the policy compliant contribution cannot be achieved.

The assessment will then need to consider what if anything the site could deliver having regard to the following which are not in priority order -

- a) A different mix of tenures
- b) all rented
- c) all Affordable Home Ownership
- d) a different mix of properties
- e) overall numbers
- f) changing the delivery timescale

Off Site Provision

Where it is concluded that a development cannot provide the affordable housing on site or the site has such constraints that the affordable housing on site would severely constrain the development, then the equivalency principal will be applied whereby we would expect the equivalent level of affordable housing provision to be delivered off-site or through a commuted sum payment as would have been secured on site.

Where off -site provision is to be made the developer should look to provide the equivalent affordable housing provision offsite through alternative development on land under their control or by making arrangements with another developer to provide the same. Any off site provision should account for the affordable housing requirement of the combined sites treated as a whole.

Where a developer promotes this approach, the Council will require clear evidence as to why on-site provision cannot be achieved or demonstrate the added value that delivering offsite would bring over and above the onsite contribution. This will be entirely at the discretion of the Council.

Commuted Sums

Where provision cannot be delivered onsite or through offsite provision then a commuted sum payment will be agreed in lieu of housing where it is demonstrated the site can generate one.

A commuted sum is a capital payment by a developer towards the cost of providing essential infrastructure as part of new development.

Commuted Sums and Planning Policy

The NPPF presumes that affordable housing will be provided on site unless there is clear evidence to support a commuted sum approach:

“Where a need for affordable housing is identified, planning policies should specify the type of affordable housing required, and expect it to be met on-site unless: a) off-site provision or an appropriate financial contribution in lieu can be robustly justified; and b) the agreed approach contributes to the objective of creating mixed and balanced communities.”
(paragraph 62, emphasis added)

The adopted Local Plan reflects the NPPF position and states:

“In accordance with the NPPF our preference is for any provision to be made on-site. However, in exceptional circumstances, for example because of site specific constraints or demonstrable viability issues, then we may accept a sum of money (usually referred to as a commuted sum) instead and use this money to make provision for affordable housing on another site(s). ” (paragraph 7.34, emphasis added).

Situations where on-site provision may not be achieved

There may be a limited number of situations where on-site provision is not possible and so the requirement for onsite provision may be waived. Exceptional circumstances will need to be demonstrated.

The situations described below may qualify as ‘exceptional circumstances’. In all cases, it would also need to be demonstrated how the approach would help to achieve mixed and balanced communities in accordance with the NPPF. It is recognised that one or more of these issues could impact upon the viability of a proposed development.

Local Plan Policy H4(2) identifies that site constraints can impact on affordable housing provision. As a starting point, however, a site which can physically accommodate market housing and is a sustainable location for market housing, should also be able to accommodate affordable housing.

Accordingly, there are likely to be limited circumstances where it can be agreed that a site is physically unsuitable for affordable housing. The Council would need to be convinced that the constraints identified could not be addressed and that the site is still likely to deliver market housing that was sustainable.

Building conversions

Where an existing property is being converted, the existing physical structure may limit the ability to provide accommodation which would meet the standards expected for social housing such as space standards. Where a conversion does generate an amount of development which would require an affordable housing contribution, it would be for the developer to demonstrate how they have tried to incorporate affordable housing into the design and why this could not be achieved.

Leasehold Properties

There may be circumstances where a development for practical purposes needs to be provided on a leasehold basis, for example in as part of an apartment based scheme.

Management arrangements and service charges can make such units unfeasible for transfer to a Registered Provider or may significantly impact the offer a Registered Provider would be able to make due to the need to fund future service charges out of the rent.

In the first instance we would expect such schemes to be designed in such a way as to allow the freehold of a proportion of the site to be transferred thereby putting all charges within the control of a Registered Provider and the requirements of policy H4 (3) to ensure affordable housing is indistinguishable may be waived.

Specialist housing

There may be situations where specialist housing, usually with support provision, make it unfeasible to have affordable housing mixed with market units in the same residential block due to the need to manage the balance of residents centrally or because of the practicality of separating our access to communal facilities. As with general needs leasehold schemes however we would expect in the first instance an onsite solution to be considered.

Where a need can be better met elsewhere

There may be very rare occasions where there is a particular need for a specific type of affordable housing. Where the Council has identified this specific need and where the Council (or a Registered Provider) has developed proposals, additional resources may be required to bring this forward. In such circumstances on occasion, the Council may agree to take a commuted sum to support development nearby in the district. This should only occur when a specific development has been identified and there is a need for additional financial support to bring it forward. Such circumstances will be discussed with the applicant.

Lack of Registered Provider interest

There may be sites where there is no Registered Provider interest for reasons other than the number of dwellings. Occasionally Registered Providers may not have capacity in their Business Plans to be able to offer on planning gain sites and decline to offer on units. Historically North West Leicestershire has remained an area where Registered Providers still look for planning gain units and where demand has been lower than expected Registered Providers without stock in the district have stepped in.

Where there is a lack of interest from a Registered Provider, the developer should inform the Council of this in writing and provide the following information

1. The marketing strategy used to dispose of the Affordable Housing including copies of all marketing material and details of the length of time the Affordable Housing were marketed;
2. a copy of any offer letter and pack on which the Registered Provider was asked to offer; and
3. a copy of any responses received to the marketing or offer letter.

The Council will respond in writing informing the Owner/developer either:

1. that it is satisfied by the evidence provided and we move onto alternatives set out in the cascade; or
2. that the evidence we received is insufficient to make a decision and request further information and until we receive this the on site requirements remain; or
3. that we will look to either extend the timescales for entering into a contract for the transfer of the Affordable Dwellings to a Registered Provider or renegotiate the tenure split to reflect any Registered Provider's offer(s) to date .

The degree of flexibility afforded to the Council is dependent on the size of development, with fewer options available on smaller sites. **The preference will still be to maximise the onsite provision.**

Calculation of Commuted Sum

There are two methodologies that may be applied for calculating a commuted sum. The first is the equivalency basis. This is where there will be an accepted policy compliant level of affordable housing but it has been agreed this will not be delivered onsite. The decision may be made at

planning application stage under a number of limited circumstances or after construction has started if it is identified that there is no RP willing to take on the affordable housing negotiated as part of the permission.

The alternative methodology is the viability basis. This is where a permission has been granted for a site where it has been demonstrated that no onsite delivery of affordable housing would be viable but where instead a commuted sum is to be paid.

Calculating a commuted sum on an equivalency basis

Where a commuted sum is being paid on an equivalency basis the Council will identify the value of the units that were expected to be delivered as affordable housing . It will then seek notional offers for the units were a Registered Provider to be willing to take them on and the commuted sum will be calculated by subtracting the notional offer from the market value to calculate the “subsidy level”.

A more detailed explanation of this calculation together with guidance notes is included in Appendix 4.

Calculating a Commuted Sum on the Viability basis

Where a developer believes that a development cannot deliver any onsite affordable housing this will in the first instance need to be backed up with a viability assessment.

The onus, in accordance with national policy, is on the applicant to demonstrate that market conditions and extraordinary costs mean that either a fully policy compliant provision on site is not viable or that no on-site provision is viable. Any viability assessment will need to be consistent with that set out in national policy (include reference to PPG).

To assist developers who are seeking to demonstrate a site is not viable with onsite affordable housing the Council has developed an Economic Viability Assessment Checklist, attached as **Appendix 5** to this document.

Any viability assessment submitted should comply with this checklist.

The Council will expect that the applicant will meet the cost of the viability assessment along with the Council’s reasonable costs for the independent checking and verification by the District Valuer or other independent valuer appointed by the Council.

It should be noted that any comparators in relation to costs or sale prices provided should be directly applicable to the development in question. If there are no developments in the same area, the Council would expect that similar developments in comparable market areas are used.

A decision will be reached based on the outcome of the independent viability assessment to ascertain what level of commuted sim can be supported.

This will then be secured through a section 106 agreement or amendment to the existing agreement if one is in place and will include details of the amount, or basis for calculating the amount if it is still to be determined and the phasing of payments.

Payment of Commuted Sums

The timing of further payments is negotiable and will generally reflect the size of development. The Council recognises that on small schemes it may not be possible to front load payments but unless specified in the legal agreement it is expected that payments will be delivered in the following tranches:

- 50% at commencement (or occupancy of a percentage of the market properties as contained in the legal agreement)
- 50% on occupation of the 80% market property (or as contained in the legal agreement)

Use of Commuted Sums

Committed sums in lieu of onsite affordable housing are ring-fenced and can only be used to support the delivery of affordable housing.

When financial contributions are received, these will be spent on the provision of affordable housing through a range of mechanisms, including:

- grant aid to RPs to help them provide affordable housing in the District
- the Council's own programme for building affordable homes;
- any development company that may be formed by the Council;
- acquisition of land for affordable housing;
- to offset the cost of any land being provided by the Council which might otherwise be sold on the open market;
- purchase of second hand units for use as affordable housing;

The committed sum may be used to provide affordable housing anywhere in the district.

Whenever committed sum money is committed a pro-forma will be completed demonstrating the strategic fit of the spend, as well as identifying the contribution being released to demonstrate that the use meets the criteria of the receipt.

To recognise the timescales involved in progressing affordable housing scheme the Council will as standard include a 10 year spend period for any sums received before payments will be returned if unspent. However where committed sums have been ringfenced for specialist provision this period will be extended to 20 years in recognition of the added complexities involved.

Monitoring

The Council will publish information yearly highlighting on the amount of committed sums received, the amounts spent & the schemes supported with committed sums and schemes with committed supported

Affordable Housing-led Schemes

Although the majority of new housing sites will be market-led schemes, it is recognised that affordable housing-led schemes can make a significant contribution to the delivery of affordable housing in the district and may be a more appropriate vehicle for meeting specialist need. A scheme is considered an affordable-led scheme where the majority of units being proposed are an affordable tenure, but with an element of market housing as well to allow cross subsidy and to support a more balanced housing mix.

Application of Local Plan Policies on Affordable Housing-led Schemes

Affordable-led schemes are still expected to adhere to the policies set out in the local plan.

As a result, affordable-led schemes are expected to demonstrate how they satisfy the requirement of policy H6 in terms of achieving a mix of housing types, sizes and tenures.

Furthermore policy H6(3) will apply on affordable-led schemes, unless an exception can be demonstrated, whereby a proportion of dwellings will be expected as suitable for the elderly and a proportion particularly suitable for people with disabilities on sites of 50 units or more.

Other considerations that applicants should be aware of

Design standards

The Council expects all rented properties be well designed and to be an adequate size for the households likely to occupy them. It is the Council's view that the space standards contained within the HCA Housing Quality Indicators document still reflect an appropriate standard to be achieved. All rented homes will be expected to meet the higher standards in terms of household numbers, for each property type.

In accordance with policy H4 the affordable housing should be integrated within the design and layout of a development such that they are externally indistinguishable from market housing on the same site.

To maintain affordability the council seeks to design out service charges at an early stage in the planning process. In general, flatted accommodation with communal areas will not be accepted as affordable housing as shared areas incur additional costs making the accommodation less affordable. It is therefore unlikely that flatted accommodation above two storeys will be supported as part of the Affordable Housing Scheme.

The Council will accept properties with communal areas where flatted schemes are designed to meet specific, specialist needs. Such specialist needs may include extra care schemes, enhanced sheltered schemes, or group supported schemes for households with for example, Learning Disabilities or for homeless accommodation

Ownership of Affordable Housing

The Council expects any rented or shared ownership units to be transferred to a Registered Provider of Social Housing. This means:

A registered provider, as defined by the Housing and Regeneration Act 2008 (or as redefined by any amendment, replacement or re-enactment of such Act) and registered under the provisions of the Housing and Regeneration Act 2008 or any company or other body approved by Homes England the for receipt of social housing grant as may be proposed by the Owner and approved by the District Council.

The Council's preference is to work with Registered Providers who are registered as development partners with Homes England so that we can support them to develop a broad portfolio of properties within the district.

The Registered Provider will also be expected to enter into a nomination agreement with the Council for all new rented affordable homes delivered as specified in our standard legal agreement.

In limited circumstances, we may agree to shared ownership properties being retained by a non-Registered Provider such as the developer who has built the homes. In such circumstances, we would expect the owner to demonstrate the mechanisms they have in place to provide a professional management service comparable with those covered by the social housing regulator and to enter in to a S106 agreement to secure these properties in perpetuity.

Eligibility and Qualification for Affordable Housing

Eligibility for affordable housing is generally set out in law and relates to an applicant's immigration status. Qualification relates to who is deemed in need of affordable housing.

In the first instance this has regard to someone's financial position and ability to meet their housing need within the market – or otherwise.

Qualification for rented housing via the housing register is set out in the Council's Allocation Policy² whereas qualification for Shared Ownership, is set by central government at a national level for areas outside London. The Council has adopted the nationally set threshold for Shared Ownership and by extension this applies to other Affordable Home Ownership Products.

Rural Exception Sites

Policy H5 of the local plan covers Rural Exception Sites for Affordable Housing

Rural Exception Sites are sites in the countryside (outside the Limits to Development in the Local Plan) that are granted planning permission as an exception to normal planning policies to meet a local identified affordable housing need in rural areas. The approach recognises the issues of affordability that many households face in rural areas and the need for communities to evolve and grow in a sustainable way which supports both the community and the economic stability of the village.

A number of fundamental principles will apply to such developments.

The S106 Agreement will include provisions to ensure that properties will be restricted to those who can demonstrate a strong local connection to the settlement in the first instance. In the event that no one with a connection to the settlement is identified, the S106 Agreement will set out a cascade approach whereby preference will be given to those with a connection to adjacent parishes before moving further out into the district. Further information about this cascade approach is set out below under A definition of locally identified affordable housing need.

As part of a S106 Agreement properties will be secured as affordable housing in perpetuity. Shared Ownership properties are either capped at 80% ownership or allow staircasing to 100% if the Registered Provider agrees to purchase the property (Rural Buy Back) and to resell as a shared ownership property. All rented housing on a Rural Exception Site is also protected in perpetuity with no Right to Acquire or Right to Buy.

As a rural exception site would not secure permission for market housing the expectation is that the values are significantly below open market value. This ensures the deliverability of such sites in areas of land shortage. Where such sites remain unviable the inclusion of market homes may be permitted purely to subsidise the affordable housing in line with the conditions highlighted in Local Plan Policy H5.

Evidence for Rural Exception Sites

To comply with Policy H5, an applicant must supply evidence that the housing will meet an identified local need for affordable housing. The provision of evidence should be done in consultation with the local community and can be done using a variety of means such as surveys, consultation events alongside additional supporting secondary data.

² https://www.nwleics.gov.uk/files/documents/allocations_policy_2018/Allocations+Policy+2018+Final+v2.pdf

The information supplied must provide certainty that there is a genuine local affordable housing need. The information must be sufficiently compelling to merit planning permission being granted as an exception to the restrictive policies which would normally apply to sites outside the Limits to Development.

In the Council's view this is best achieved through a local housing need survey which provides an assessment of the actual and potential need for affordable housing from people living in, and connected to, the village in question. Whilst the survey should be the primary source of evidence, this can be supplemented with other information including demographic data and waiting list information. Whatever approach is used, applicants should ensure that the information has been gathered through meaningful engagement with the local community.

The local housing need survey form used by Midlands Rural Housing (Appendix 6) is considered to be an example of good practice and the Council encourages its use by applicants for rural exception sites.

A definition of locally identified affordable housing need

As highlighted in the introduction, Affordable Housing is defined in the NPPF as social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market.

Identifying those with a locally identified affordable housing need is critical for two purposes. Establishing the need for development in the first place and when a development is completed ensuring that the properties meet the need for which they were intended. The Council considers that households, who meet any of the following will have identified a strong local connection to a settlement.

- was born in the Parish or;
- presently resides in the Parish and has, immediately prior to occupation, been lawfully and ordinarily resident within the Parish for a continuous period of not less than twelve months or;
- was ordinarily resident within the Parish for a continuous period of not less than three years but has been forced to move away because of the lack of affordable housing or;
- is presently employed or self-employed on a full time basis in the Parish and whose main occupation has been in the Parish for a continuous period of not less than twelve months immediately prior to occupation or;
- has a close family member who is lawfully and ordinarily resident within the Parish and who has been lawfully and ordinarily resident within the Parish for a continuous period of not less than three years immediately prior to occupation and for the purposes of this clause a "close family member" shall mean a mother, father, brother or sister or;
- has a need to move to the Parish to be close to a relative or other person in order to provide or receive significant amounts of care and support.

Other locally identified need

The Council recognises that there are people who are able to meet their housing needs on the open market who are seeking a home in a rural area. However, a Rural Exception Site can only meet the housing needs of those households that do not have the income necessary to be able to meet their own needs on the open market. Proposed housing that is aimed at meeting other needs, such as those who have a local connection and have the income to enable them to purchase or rent on the open market, will fall to be considered against the countryside policy of the adopted Local Plan

Designated Protected Areas

There are a number of areas within the District that are classified as Designated Protected Areas (DPA) under Sections 300-302 of the Housing and Regeneration Act 2008. This has implications for the provision of shared ownership properties in these areas.

The areas are identified in schedule 13 and 14 of the Housing (Right to Enfranchise) (Designated Protected Areas) (England) Order 2009 available on the following links [The Housing \(Right to Enfranchise\) \(Designated Protected Areas\) \(England\) Order 2009 \(legislation.gov.uk\)](#) and [The Housing \(Right to Enfranchise\) \(Designated Protected Areas\) \(England\) Order 2009 \(legislation.gov.uk\)](#)

In most circumstances the purchaser of a shared ownership property can usually staircase out into full ownership. However, to combat the loss of affordable homes in the rural areas shared ownership within DPAs either caps equitable ownership of homes at 80% or requires the homes to be sold back to the Registered Provider who owns the freehold once full ownership is reached through the insertion of a clause within the lease.

It is the developer's responsibility to ensure that shared ownership schemes within Designated Protected Areas, have DPA compliant leases and understand their on-going DPA obligations.

Planning authorities have the right to waive the DPA restrictions for new developments.

The Council will not support a waiver where delivery is either under an exception type policy or application has been considered favourably because of meeting a locally identified need.

However, in settlements where the boundaries of the DPA have not been changed, for example where urban areas have grown as a result of development into surrounding greenfield areas, the Council may support a waiver.

Developers, both market builders and Registered Providers, should be aware that if DPA restrictions apply, this might affect the viability of proposed sites. All developers are strongly urged to reappraise the amount paid for the land if a site falls in area covered by DPA restrictions.

The Regulations and Order are applicable regardless of whether the homes have received grant-funding from Homes England or otherwise. Shared ownership properties provided by private developers through planning gain S106 sites are also subject to DPA restrictions.

More information on the Housing (Right to Enfranchise) (Designated Protected Areas) (England) Order 2009 can be found at

<https://www.legislation.gov.uk/uksi/2009/2098/contents/made>

Policy H4 – Affordable Housing		
<p>(1) To support the provision of mixed, sustainable communities the Council will seek the provision of affordable housing on new housing developments. The provision of affordable housing will be subject to the following thresholds above which the level of contributions will be sought:</p>		
Greenfield Sites		
Settlement	Affordable Housing Contribution	Threshold
Ashby de la Zouch	30%	11 or more dwellings OR 1,000sqm (gross floor space)
Castle Donington	30%	11 or more dwellings OR 1,000sqm (gross floor space)
Coalville Urban Area	20%	11 or more dwellings OR 1,000sqm (gross floor space)
Ibstock	20%	11 or more dwellings OR 1,000sqm (gross) floor space
Kegworth	30%	11 or more dwellings OR 1,000sqm (gross) floor space
Measham	30%	11 or more dwellings OR 1,000sqm (gross) floor space
All other settlements	30%	11 or more dwellings OR 1,000sqm (gross) floor space
Previously Developed Land		
Settlement	Affordable Housing Contribution	Threshold
Ashby de la Zouch	15%	30 or more dwellings OR sites of 1Ha or more
Castle Donington	5%	30 or more dwellings OR sites of 1Ha or more
Coalville Urban Area	5%	30 or more dwellings OR sites of 1Ha or more
Ibstock	5%	30 or more dwellings OR sites of 1Ha or more
Kegworth	5%	30 or more dwellings OR sites of 1Ha or more
Measham	15%	30 or more dwellings OR sites of 1Ha or more
All other settlements	5%	30 or more dwellings OR sites of 1Ha or more

- (2) In agreeing the provision of affordable housing account will be taken of:**
- **site size and site constraints; and**
 - **financial viability, having regard to the individual circumstances of the site.**

Where it can be demonstrated that the full affordable housing requirement would adversely affect the viability of a proposed development then the Council will agree to look at other measures to increase viability in accordance with policy IM1 (Implementation and Monitoring of the Local Plan) before agreeing to a lesser amount of affordable housing subject to the provision of part (4) below.

- (3) The Council's preference is for on-site affordable housing provision which should:**
- **include a mix of types and tenure that reflects the type and nature of any need at the time that the application is determined; and**
 - **be integrated within the design and layout of a development such that they are externally indistinguishable from market housing on the same site.**
- (4) Planning permission will be subject to a legal agreement to secure the provision of the agreed amount of affordable housing. Where a site is likely to be developed in phases over the longer term the agreement will include a suitable mechanism to review the amount of affordable housing provided over time as viability improves.**
- (5) The Council will encourage the provision of affordable homes to meet the needs of elderly people. Where bungalow provision is made the Council will consider reducing the overall level of affordable housing contribution, having regard to the type and size of other affordable housing provided across the site.**

Policy H5 – Rural Exceptions Sites for Affordable housing

- 1. The provision of affordable housing outside of the Limits to Development will be allowed as an exception where:**
 - (a) the housing is demonstrated to meet an identified local need for affordable housing, and**
 - (b) the development is well-related to and respects the character and scale of the settlement and its landscape setting; and**
 - (c) the development allows accessibility to community services and facilities within it, where appropriate.**
 - 2. Planning permission for ‘Exception’ Sites will be subject to conditions, or a planning obligation will be sought, to ensure that all initial and subsequent occupiers of the affordable dwellings will:**
 - (a) be local people in housing need; and**
 - (b) benefit from the status of the dwellings as affordable housing in perpetuity.**
 - 3. On sites that are outside of, but well related to, a sustainable village or a small village the inclusion of market housing on ‘Exception’ Sites will be supported where:**
 - (a) it is demonstrated that there is insufficient subsidy for the scheme to go ahead without the inclusion of market housing; and**
 - (b) it can be demonstrated through detailed financial appraisal that the scale of the market housing component is the minimum necessary for the successful delivery of the development; and**
 - (c) the majority of the homes provided are affordable.**
 - 4 Any development provided for within this policy which discharges wastewater into the Mease catchment will be subject to the provisions of policy En2. Any such development which does not meet these provisions will not be permitted.**
- A Supplementary Planning Document will be produced to aid those submitting applications for rural exception sites for affordable housing.**

Policy H6 – House types and mix

- (1) We will seek a mix of housing types, size and tenures in new housing developments of 10 or more dwellings, in order to meet the identified needs of the whole community.**
- (2) In considering proposals for developments of 10 or more dwellings we will have regard to the following:**
 - (a) evidence of housing needs including the most up to date Housing and Economic Development Needs Assessment, Older People’s Housings Needs Study, local housing needs surveys, parish plans and other evidence of market demand; and**
 - (b) the mix of house types and sizes already built and/or approved when compared to the available evidence; and**
 - (c) the size of the proposed development in terms of numbers of dwellings proposed; and**
 - (d) nature of the local housing sub-market; and**
 - (e) needs and demands of all sectors of the community; and**
 - (f) character and context of the individual site; and**
 - (g) development viability and deliverability.**
- (3) Developments of 50 or more dwellings will provide:**
 - (a) A proportion of dwellings that are suitable for occupation by the elderly, including bungalows, having regard to factors (c) and (g) above; and**
 - (b) A proportion of dwellings which are suitable for occupation or easily adaptable for people with disabilities in accordance with Part M4 (2) of the Building Regulations.**

Appendix 4: The Equivalency Calculation for Commuted Sums

The developer will contact three local estate agents for open market valuations. These three valuations will be provided to the Council who will take the average of the three valuations to calculate the Open Market Values (OMV)

The Council will then contact three active “Not for Profit” Registered Providers, who are registered with Homes England to obtain a price that they would pay to purchase the affordable units from the developer. The Council will use the highest offer level received to determine the RP offer price.

The level of contribution required will be equivalent to the difference between the OMV and the maximum price that the RP could pay.

The Council seek to use Not for Profit Registered Provider Offer levels. Not only are there a greater number of not for profit (NFP) RP’s, any offer information provided by these organisations will be more suited to the specific housing market conditions in NWLDC which reflects their greater experience of working in the district. The Council do not wish to create a situation whereby inflated offers, not reflective of the local housing market, push the cost of providing affordable housing beyond the point of sustainability moving forwards.

If three offers from not for profit RP’s cannot be obtained the Council may choose to contact a for profit RP for an offer level, but the average RP offer price will be used to reflect higher levels

The following is an example of how the calculation works:

Example Calculation of Affordable Housing Contribution

On a scheme of 10 dwellings it is agreed that four affordable dwellings would have been required, three for affordable rent and one shared ownership.

Based on the average of three independent valuations for all properties the open market value is agreed to be £150,000.

Based on the average of three Registered Provider offers for affordable rented properties the registered provider is able to pay a maximum of £80,000 whilst for shared ownership it is able to pay £100,000.

The level of commuted sum will be:

- £210,000 for the affordable rented properties (open market value (£150,000) – maximum price payable by registered provider (£80,000) = £70,000 per Dwelling X 3 = £210,000) and

- £50,000 for the shared ownership property (open market value (£150,000) – maximum price payable by registered provider (£100,000) = £50,000 per Dwelling).

Thus, the total commuted sum will be £260,000 (£210,000 + £50,000).

Appendix 5: Viability Checklist

The following section details the type of information that the Council and independent Assessors are likely to expect to be provided to enable site viability to be assessed.. A simple checklist is provided as guidance for applicants to assess their viability against.

Providing full, clearly presented and fully justified details on development viability, on an open book basis, are key to enabling a streamline planning application process and allow a collaborative approach.

The Council will expect to see the calculations set out in enough detail for viability to be properly assessed and tested. Any 'assumptions' must be clearly explained and justified. This evidence will be assessed on whether the figures prove that the scheme would be unviable if it were to meet all affordable housing and other planning obligation requirements.

The Council's approved independent professional, will undertake a full review of the total development costs and projected development income in order to determine the level of provision that may be sought from a development. This will involve close scrutiny of all figures.

All costs must be justified, with clear references to supporting evidence, and will be critically scrutinised to ensure each element is robust.

All assessments of development viability will only consider the viability of the particular development site in question. Assessments will not take into account the specific financial circumstances of any given applicant.

In line with NPPF applicants will be expected to show evidence that they have taken known development costs into account in agreeing realistic land values, and only costs that were unforeseeable at the time of acquisition and taking into account appropriate levels of due diligence will be considered abnormal for the purposes of affordable housing negotiations.

General requirements:

- Use the policy compliant position as the starting point for appraisal.
- The level of supporting evidence (i.e. valuations, costs etc.) will depend upon how far the viability inputs deviate from acceptable parameters.

Information to be submitted:

- Open market sale income
- Affordable housing for rent income
- Shared ownership income
- Other affordable home ownership income
- Any other potential revenues to the scheme, such as grant/subsidy; ground rents; income from a commercial element

Development costs:

- Cost estimates should be provided by a Quantity Surveyor or other suitably qualified professional.
- Build costs should be provided as £ per m2 of Gross Internal Area (GIA)
- External works and infrastructure
- Other development cost data.

Site value:

- An estimate of site value should be provided. Where necessary full justification for this valuation should be provided.
- Where a site has an evidenced existing use, the value of the site should be based on the Existing Use Value (EUV), and not a theoretical value based on obtaining consent for residential use. The EUV is what the site is worth in its current use and condition and evidence in the form of a valuation will be required.
- The site valuation should reflect relevant planning policies and associated planning obligations.
- The site valuation should not be inflated by the specific needs of land owners to maximise the amount they are paid for land to facilitate, for example, the relocation of a service to an alternative location.

Developer margin/profit:

- Developer margin on open market units should be shown as a percentage of the Gross Development Value (GDV).
- Developer margin on affordable units should be shown as a percentage of costs.
- The level of developer profit will reflect the degree of risk to the developer. The required profit margin should be fully justified.
- For affordable units the level of profit should be significantly less than for open market units, to reflect the lower risk profile.

Phasing:

- The anticipated build period should be stated along with an estimate of the projected selling prices and projected development costs for the period of the build.
- The applicant should indicate the phasing assumptions for the affordable housing or other Section 106 contributions

Development process:

- The applicant should state how the development will be procured e.g. is the scheme being developed by a company that has its own building arm, or will the scheme be developed on a Design and Build basis

Appendix 6: Midlands Rural Affordable Housing Survey

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Investigation into Rural Housing Need In Xxxx Parish



Xxx Date

Please return this survey either online in the prepaid envelope no later than XXX Date

How To Complete Your Survey

Please only fill in 1 survey per household unless your household contains more than one person/family who requires a home in the Parish. If you need additional forms, please contact Midlands Rural Housing.

You can complete and return this paper questionnaire in the freepost envelope provided, or you can complete the survey online by visiting:

INSERT LINK

You can also scan the QR code on your smartphone or tablet, and you will be taken to the online survey.

INSERT CODE

This survey comes in 2 parts and seeks to collect basic information about your household and the people who live with you.

Part 1

The lead householder should complete Part 1, taking into account all members of the household.

Part 2

Part 2 should only be completed if the household as a whole, or any individual household member needs to find a home in the Parish at any time within the next 5 years. If more than one person in the home has a housing need, please contact Midlands Rural Housing on 0300 1234 009.

If you are in need and want Midlands Rural Housing to be able to assess you, then please make sure you read the privacy statement and tick the box on page 5.

By completing the first two sections of this survey you agree to Midlands Rural Housing analysing the results and producing a report which will be published and may be distributed online. The report may also be shared with the organisations noted in the privacy notice at section 3 on page 5. Your comments may be included in our analysis but your personal information and identity will not be revealed and we will ensure that readers of any report will not be able to identify you.

The results of this survey will provide an indicative level of need for homes required in the Parish. It is not an assumption of a need for additional housing and it is not definite that housing will be developed as a result of the survey.

Please return your completed questionnaire either online or in the FREEPOST envelope by XXX Date.

Part 1: General information

1. How long have you lived in this parish?

- Less than 2 years 5—10 years
 2 - 5 years Over 10 years

2. Which category best describes your household? (please tick one box)

- One person household
 Two person household (not in a relationship)
 Couple
 Family with children
 Other, please specify

4. Which of the following best describes your current accommodation?

- Own your own home outright
 Own your home with a mortgage
 Renting from the Council
 Renting from a Housing Association
 In shared ownership with a Housing Association
 Renting from a Private Landlord
 Living with parents or relatives
 In housing tied to your job
 Lodging with another household
 Other, please specify

3. Please complete the table below for all those currently living in your household

	Male/ Female	Age	Relationship to you (e.g. husband, daughter etc)
You			
Person 2			
Person 3			
Person 4			
Person 5			
Person 6			

5. What type of home do you live in and how many bedrooms do you have?

Bedrooms	House	Bungalow	Flat	Other
1 Bed				
2 Bed				
3 Bed				
4 Bed				
5 Bed				
6 + Beds				

**6. Please tell us what type of housing you think is needed in the parish?
Please tick all that apply.**

- No further homes are needed
- Family homes (2-3 bedrooms)
- Family homes (4+ bedrooms)
- Homes for single people (1-2 beds)
- Homes for elderly people
- Homes for people with disabilities
- Other, please specify below

7. Would you support building new homes in the parish to meet the needs of local people?

- Yes No
- Don't know

Please briefly explain the reason for your answer below:

8. Have any members of your household left this parish over the last 5 years?

- Yes No

9. If yes, please indicate how many members of your household have left and why?

Reason for member of household leaving	1 person	2 people	3+ people
For employment elsewhere			
Marriage or separation			
Due to lack of affordable housing			
To go to university or college			
Lack of facilities e.g. school, pub ...			

If there are other reasons why members of your household have left the area, please write them below.

10. If you know of any former resident who may wish to return to the parish and would complete a survey form, please give their details.

IF YOU OR A FAMILY MEMBER HAVE A NEED FOR HOUSING AT ANY TIME WITHIN THE NEXT 5 YEARS PLEASE CONTINUE TO PART 2.

If you have any questions or need additional forms for anyone you know who may have a need for housing in the Parish, please contact Midlands Rural Housing:

t: 0300 1234 009

e: enquiries@midlandsrural.org.uk

w: www.midlandsrural.org.uk

If nobody in your household has a need for housing, then you do not need to complete Part 2.

What is meant by the term 'affordable housing'?

Affordable housing is defined as housing for sale or rent, for those whose needs are not met by the market. It includes housing that provides a subsidised route to home ownership and/or is essential for local workers. To be acceptable as a form of affordable housing, the tenure must comply with one or more of the following definitions, as set out within the National Planning Policy Framework.

Affordable housing for rent: meets all of the following conditions: (a) the rent is set in accordance with the Government's rent policy for Social Rent or Affordable Rent, or is at least 20% below local market rents (including service charges where applicable); (b) the landlord is a registered provider, except where it is included as a Build to Rent scheme (in which case the landlord need not be a registered provider); and (c) it includes provisions to remain at an affordable price for future eligible households, or for the subsidy to be recycled for alternative affordable housing provision. For Build to Rent schemes affordable housing for rent is expected to be the normal form of affordable housing provision (and, in this context, is known as Affordable Private Rent)

Starter homes: is as specified in sections 2 and 3 of the Housing and Planning Act 2016 and any secondary legislation made under these sections. The definition of a starter home should reflect the meaning set out in statute and any such secondary legislation at the time of plan-preparation or decision-making. Where secondary legislation has the effect of limiting a household's eligibility to purchase a starter home to those with a particular maximum level of household income, those restrictions should be used.

Discounted market sales housing: is that sold at a discount of at least 20% below market value. Eligibility is determined with regard to local incomes and local house prices. Provisions should be in place to ensure housing remains at a discount or future eligible households.

Other affordable routes to home ownership: is housing provided for sale that provides a route to ownership for those who could not achieve home ownership through the market. It includes shared ownership, relevant equity loans, other low-cost homes for sale (at a price equivalent to at least 20% below market value) and rent to buy (which includes a period of intermediate rent). Where public grant funding is provided, there should be provisions for the homes to remain at an affordable price for future eligible households, or for any receipts to be recycled for alternative affordable housing provision or refunded to Government or the relevant authority specified in the funding agreement.

PLEASE READ THE INFORMATION GIVEN ON THIS PAGE

If you want us to register your housing need and are happy for us to use the information given in Part 2 as set out below, then you must tick this box.

For the purposes of the survey we may share your data:

- Internally within Midlands Rural Housing (MRH) in order to ensure our records are accurate, up-to-date, and to improve the standard of the services we deliver

MRH sometimes shares your data with the following:

- Externally with Council services in order to ensure their records are accurate, up-to-date, and to improve the standard of the services they deliver
- Externally with a Housing Association in regard to opportunities for new rural housing developments in the local area.

MRH uses your personal data to provide you with information about opportunities for rural housing.

It processes your personal data for the following purposes:

- To be able to inform you about opportunities for rural housing
- To keep you updated on progress of rural housing opportunities

All personal information you provide is held and shared securely. Midlands Rural Housing will not disclose your personal data to third parties for marketing purposes. All information you provide is held in accordance with Midland Rural Housing's Privacy Policy. This can be viewed online at:

www.midlandsrural.org.uk/content/privacy-notice

Part 2: Your housing requirements

Please fill out Part 2 with the details of the family member who requires housing.

11. Are you or a member of your household in need of a new home in the parish?

Yes No

12. How soon will you or your family be in need of new or alternative housing in the parish?

- Now
- Within 12 months
- Within 3 years
- Within 5 years

13. What is your local connection to the parish?

- I was born/grew up here
- I currently work here
- Close family live here
- I live here now
- I am starting a job here
- Other, please specify

14. Reason for housing need (Please tick all that apply)

- First independent home
- Present home too small
- Present home too expensive
- Need permanent accommodation
- Renting, but would like to buy
- Disabled, need specially adapted home or ground floor accommodation
- To be closer to employment
- Couple setting up home together
- Present home too large
- Family break up
- Cannot manage stairs
- Moved away but wish to return
- To be closer to parent or other family member to give or receive support
- Present home in poor condition
- Other, please specify

15. If you are looking to downsize please provide details of the home that you are looking to leave and what type of home would suit your needs.

16. Type of housing - what would best suit you?

- Buying on the open market
- Privately renting
- Shared ownership (part rent, part buy)
- Self Build
- Renting from a Housing Association
- Sheltered housing
- Extra care (rented)
- Extra care (open market)

17. What type and size of home do you require? (Please tick)

Bed-rooms	House	Bungalow	Flat	Adapted Property
1				
2				
3				
4				
5+				

18. Are you registered with any of the following?

- | | Yes | No |
|------------------------------|--------------------------|--------------------------|
| Choice Move | <input type="checkbox"/> | <input type="checkbox"/> |
| Housing Association Register | <input type="checkbox"/> | <input type="checkbox"/> |
| Private Lettings Agency | <input type="checkbox"/> | <input type="checkbox"/> |

The information and questions overleaf are designed to help you to understand what you could afford in terms of a new home, and also to enable Midlands Rural Housing to undertake an affordability assessment in relation to your housing need. We can only carry out this assessment if we have full income and financial details. Without these, we will not be able to process your form, or include your household in the affordable housing figures. This financial information will remain confidential, and there is no possibility of you being identified by providing the information.

19. If we need further information

and you are happy to be contacted, please provide your details.

Name

Address

Tel No.

Email

If you have any questions or concerns, please do contact Midlands Rural Housing and we will be happy to help.

Tel: 0300 1234009

Email: enquiries@midlandsrural.org.uk

If you wish to be considered for affordable rented housing when any becomes available, you MUST be registered with Choice Move, the Choice Based Lettings scheme used to allocate affordable housing in xx Council. The scheme is managed by xxx on behalf of xx District Council.

TENURE TYPES AND AFFORDABILITY

Affordable Housing: housing for sale or rent, for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership and/or is for essential local workers); and which complies with one or more of the following definitions:

A) Affordable Housing for Rent: homes are usually owned by a Housing Association or Local Authority. Rents are based on Local Housing Allowance levels which in your Parish are likely to be around the following amounts:

1 bed = £xx per week

2 bed = £xx per week

3 bed = £xx per week

4 bed = £xx per week

B) Discounted Market Sales Housing: is that sold at a discount of at least 20% below local market value. Eligibility is determined with regard to local incomes and local house prices. Provisions should be in place to ensure housing remains at a discount for future eligible households.

C) Starter Homes: eligibility to purchase a start home is limited to those with a particular maximum level of household income.

D) Other Affordable Routes to Home Ownership: is housing provided for sale that provides a route to ownership for those who could not achieve home ownership through the market. It includes Shared Ownership, relevant equity loans, other low cost homes for sale (at a price equivalent to at least 20% below local market value) and rent to buy (which includes a period of intermediate rent).

Zoopla's Estimated Open Market House Values for your Parish are as follows:

Detached	£xxx
Semi Detached	£xxx
Terraced	£xxx
Flats	£xxx

To afford a mortgage for a home, lenders usually ask for a deposit of 10% - 20% of the purchase price. The maximum amount of any mortgage offer will usually be between 3.5 and 4.5 times your annual household income.

Private Rented Sector There were no properties available for **Private Rent** at the time of this survey

20. Your household employment

How many people in the household wishing to move are.....

(Please indicate the number of people in each category in the most appropriate box)

- Working full time
- Working part time
- Unemployed
- Retired
- In full time or further education
- Claiming Universal Credit
- Claiming Carer's Allowance
- Claiming Contribution Based Job Seeker's Allowance
- Claiming Employment and Support Allowance
- Other, please specify

21. Your savings

Do you have any savings or equity which could be used towards the purchase of a home?

Please use joint savings where applicable.

- No Savings
- Under £4,999
- £5,000 - £9,999
- £10,000 - £19,999
- £20,000 - £29,000
- Over £30,000

22. Your income

Please indicate the annual income of the household member wishing to move.
Please use joint income where applicable.

- Below £14,999
- £15,000 - £19,999
- £20,000 - £29,999
- £30,000 - £39,999
- £40,000 - £49,999
- £50,000 - £59,000
- £60,000 - £69,999
- £70,000 - £79,999
- Over £80,000

23. Please indicate where this money is coming from.

- Savings
- Equity
- Family help
- Borrowing
- Other

Thank you for your time in completing this survey.

Your opinions are very much appreciated and will help us assess the need within your parish for new homes for local people.

Please return online or in the pre-paid envelope provided by

xxx Date.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 27 JULY 2021



Title of Report	TENANT SCRUTINY PANEL REPORT: GARAGES AND GARAGE SITES	
Presented by	Councillor Roger Bayliss Portfolio Holder for Housing, Property and Customer Services	
Background Papers	None	Public Report: Yes
		Key Decision: No
Financial Implications	The recommendations put forward by the Tenant Scrutiny Panel can be met by existing resources within the Housing Revenue Account budget.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	No implications apparent	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	No implications apparent	
	Signed off by the Deputy Head of Paid Service: Yes	
Purpose of Report	To seek approval to implement the action plan developed by the Housing Service in response to the recommendations put forward by the Tenant Scrutiny Panel in respect of Letting Garages and Garage Sites	
Reason for Decision	To ensure garages and garage sites are leased fairly and in line with an agreed policy.	
Recommendations	THAT CABINET APPROVES THE ACTION PLAN PREPARED IN RESPONSE TO THE RECOMMENDATIONS FROM THE TENANT SCRUTINY PANEL'S INSPECTION OF LETTING GARAGES AND GARAGE SITES	

1.0 CONTEXT

- 1.1 Cabinet approved the establishment of a Tenant Scrutiny Panel (TSP) on 13 March 2012 in response to introduction of the Localism Act 2011. The Act heralded the focus for Housing regulation moving towards a culture of local co-regulation, with greater emphasis on locally determining standards and priorities.
- 1.2 The reforms have also provided social housing tenants with stronger tools to hold their landlords to account through tenant panels, or similar bodies, in order to give tenants the opportunity to carefully examine the services being offered and form judgements about the cost and quality of the services they receive.

- 1.3 Panel members were initially formally recruited in December 2012 and embarked on their first review in May 2013. To date, the panel have undertaken a further eight inspections with all recommendations approved by Cabinet.
- 1.4 The latest report issued by the Panel in respect of Letting Garages and Garage Sites is a product of the Panel's work during the 2020/2021 financial year and is the first inspection by the panel conducted entirely virtually.
- 1.5 The panel now consists of five volunteer members.
- 1.6 The Panel will next be inspecting The Resident Involvement service within Housing, with a report detailing their findings and proposed recommendations due to be considered by Cabinet in the 2021/22 financial year.

2.0 INSPECTION OF LETTING GARAGES AND GARAGE SITES

- 2.1 The Panel's full report, including five recommendations can be found in Appendix A. The list of recommendations can be found specifically under section 9. All recommendations have been accepted by the Housing Senior Management Team (SMT).
- 2.2 It is important to note that the report attached has been produced by the Scrutiny Panel themselves, in their own words.

3.0 RESOURCE COMMITMENTS

- 3.1 Recommendations will be implemented through an action plan which outlines actions proposed to address the issues raised. All actions can be undertaken and implemented within existing resources. The action plan can be found in Appendix B.

Policies and other considerations, as appropriate	
Council Priorities:	Local people live in high quality, affordable homes.
Policy Considerations:	Repairs policy will be reviewed in light of the report
Safeguarding:	Not applicable
Equalities/Diversity:	Not applicable
Customer Impact:	Customer service will improve and the service will be more consistent.
Economic and Social Impact:	Not applicable
Environment and Climate Change:	Not applicable
Consultation/Community Engagement:	The panel regularly consult with other tenant groups and the wider community.
Risks:	Not applicable
Officer Contact	Head of Housing 01530 454780 chris.lambert@nwleicestershire.gov.uk



**Tenant Scrutiny Panel
Report on:
The Leasing of Garages & Garage Sites**

March 2021

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1. Acknowledgements

The Tenant Scrutiny Panel (TSP) gratefully acknowledges the support, guidance and assistance provided by the members of the Housing Team, including Amanda Harper, Andy Barton and Sarah Richards, The Resident Involvement Team (Justin O'Brien and Peter Warren) and Cllr Roger Bayliss.

2. Executive Summary

The TSP made the decision to inspect the procedure for renting a NWLDC garage / garage site as it was raised as an issue with no criteria for letting garages, an example was the report of a Leicester resident applying for a council garage so he could reduce his parking costs (the cost of renting a NWLDC garage is much less than a week's parking for work) and there being no guidance to inform if the application should be accepted.

3. Strengths

- 3.1. The TSP consists of a group of volunteers who are also tenants of NWLDC, each of whom has different skill sets and seeks to improve their skills and value to the group by identifying development needs and attending relevant training.
- 3.2. Each TSP member knows the importance of adopting a flexible attitude and displays a high level of commitment to their voluntary involvement in working with NWLDC to improve Housing services to tenants and streamline processes.
- 3.3. The TSP mission is to be a "critical friend" to the Council, facilitating service improvements for Council tenants.
- 3.4. The TSP uses differing methodologies to analyse data, collect evidence, report on outcomes and make recommendations to NWLDC to enable changes and improvements to be implemented.

4. Vision and Strategy

- 4.1 The topic of leasing NWLDC owned garages is a fairly uncomplicated one and the TSP were happy to have something they could tackle via on-line meetings during the period of Covid-19.
- 4.2 The TSP discovered that there is currently no policy in respect of this topic and therefore no qualifying criteria that would exclude the type of application that had been received.
- 4.3 In the view of the TSP the introduction of such a policy would make it clear to all whether or not they would be eligible to apply for a garage/garage site.

5. Report

The TSP has reported on its findings as factually as possible and without any bias. Our inspections have, on occasion, increased awareness of the complexity of the work done by NWLDC and other agencies. However our findings and subsequent recommendations may lead us to be critical of certain parts of the process of reporting/investigating policies and procedures in place.

6. Methodology

- 6.1 Reviewed all relevant NWLDC documentation in respect of garage /garage site rentals
- 6.2 Reviewed NWLDC Asset Management Strategy

- 6.3 Interviewed Sarah Richards to ascertain the problem and discuss the way forward.
- 6.4 Scheduled TSP working meetings as required to review new information and status of report.

7. Aim of the Exercise

To investigate garage leasing procedures and identify recommendations to improve how NWLDC deal with this aspect of their services to tenants.

8. Findings

1. There is currently a procedure governing handling of applications to lease (on a lifetime basis) the garages or garage sites belonging to NWLDC.
2. This document sets out the procedure of leasing a garage to anyone living in NWLDC area using current IT systems; however, installation of a new IT system is well under way and is expected to go live in 2021. Consequently, this document will be redundant.
3. There is no policy document for the allocation of garages and no direction as to what eligibility criteria needs to be met in order to initially ascertain and advise any interested party whether they are eligible to apply for a lease.
4. The panel reviewed the Asset Management Strategy and note that is due for renewal. The strategy indicates that the Housing Service was going to decommission all garage sites by 2018 and this should happen in conjunction with a review of overall parking provision.
5. NWLDC currently has 382 garages managed through the Housing Management Team by Housing Assistants. These are distributed across NWLDC district with the majority being in Measham, Ibstock and Thringstone.
6. The garages are divided by geographical area into North and South patches in line with the areas allocated to Housing Officers.
7. Average rent roll for both patches is c£75,559 per annum.

9. Recommendations:

1. The TSP strongly recommends that NWLDC seek to simplify the system and avoid confusion by drawing up a policy relating to the lifetime leasing of garages. This should include a qualifying criterion along the lines of NWLDC garages form part of its property portfolio and the leasing of these will require that applicants fulfil eligibility criteria which should be prioritised as follows:
 - a. Residents living within half a mile of the garage.
 - b. Residents living within a mile of the garage.
 - c. Residents living further than a mile from the garage.
 - d. Length of time on the waiting list should also be considered.
 - e. There is no right of assignment of garage leases.
 - f. NWLDC may implement a local leasing policy if it is deemed necessary.
2. TSP recommends that:
 - a. All existing garage lifetime leases are respected and maintained until such time as the licensee no longer requires it.
 - b. New applicants for the garage will be considered in accordance with the new criteria.

- c. In the event that an existing licensee is found to be in contravention of the terms of their lease (i.e. that it is not being used only for the storage of a vehicle) then they will receive Notice to Quit to terminate the lease. It should be made clear in the new policy that the licensee is responsible for ensuring their vehicle fits in any garage leased.
3. The TSP recommends that NWLDC include the criteria on its website and also publishes details of garages that become available online along with the new application form and this is linked to the new IT system.
4. It is recommended that policy is reviewed after 12 months.
5. The panel also recommend that the Asset Management Strategy is reviewed and updated and should be informed by the councils parking strategy and include future intentions for garages and garage sites.

Janet Higgins, Chair, On behalf of the Tenant Scrutiny Panel

NWLDC/TSP/2021 Reports: Garage / Garage Site Leasing

Tenant Scrutiny Panel Action Plan: Garages and Garage sites

Recommendation 1: The TSP strongly recommends that NWLDC seek to simplify the system and avoid confusion by drawing up a policy relating to the lifetime leasing of garages. This should include a qualifying criterion along the lines of NWLDC garages form part of its property portfolio and the leasing of these will require that applicants fulfil eligibility criteria which should be prioritised as follows:

- a. Residents living within half a mile of the garage.
- b. Residents living within a mile of the garage.
- c. Residents living further than a mile from the garage.
- d. Length of time on the waiting list should also be considered.
- e. There is no right of assignment of garage leases.
- f. NWLDC may implement a local leasing policy if it is deemed necessary.

Ref	Task	Lead	Target Date	Status
1	Develop a new policy and procedure to include all the points highlighted in the above recommendation.	Senior Administration Officer	Q. 3 2021/22	

Recommendation 2: TSP recommends that:

- a. All existing garage lifetime leases are respected and maintained until such time as the licensee no longer requires it.
- b. New applicants for the garage will be considered in accordance with the new criteria.
- c. In the event that an existing licensee is found to be in contravention of the terms of their lease (i.e. that it is not being used only for the storage of a vehicle) then they will receive Notice to Quit to terminate the lease. It should be made clear in the new policy that the licensee is responsible for ensuring their vehicle fits in any garage leased

Ref	Task	Lead	Target Date	Status
2.	Ensure the above points are clarified in the new policy	Senior Administration Officer	Q. 3 2021/22	

Recommendation 3: The TSP recommends that NWLDC include the criteria on its website and also publishes details of garages that become available online along with the new application form and this is linked to the new IT system.

Ref	Task	Lead	Target Date	Status
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3.	To create a webpage on the council website detailing where garages are in the district, how to apply and the application criteria.	Senior Administration Officer (with support from a web editor)	Q. 4 2021/22	
Recommendation 4: It is recommended that policy is reviewed after 12 months.				
Ref	Task	Lead	Target Date	Status
4.	Review policy in Q.1 of the 2022/23 financial year	Senior Administration Officer	Q. 1 2022/23	
Recommendation 5: The panel also recommend that the Asset Management Strategy is reviewed and updated and should be informed by the councils parking strategy and include future intentions for garages and garage sites.				
Ref	Task	Lead	Target Date	Status
5.	Update and review the Asset Management Strategy ensuring to include the future plans for all garages and garage sites	Housing Assets Team Manager	Q. 3 2021/22	

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 27 JULY 2021



Title of Report	ZERO CARBON ROADMAP UPDATE	
Presented by	Councillor Andrew Woodman Portfolio Holder for Community Services	
Background Papers	Agenda and minutes for Leader of the Council Cabinet Member Meeting on Tuesday, 31st March 2020, 5.00 pm - North West Leicestershire District Council (nwleics.gov.uk) Corporate Scrutiny Paper 9 June 2021	Public Report: Yes Key Decision: Yes
Financial Implications	Section 7 of this report sets out the financial implications for both 2020/21 and 2021/2	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	The legal implications of specific aspects of the year 2 plan will be assessed further in more detail on a case by case basis	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	There are no such implications	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To provide an update to Cabinet on the council's Zero Carbon Roadmap and Action Plan and seek approval for the year 2 action plan.	
Reason for Decision	To approve the year 2 action plan for implementation.	
Recommendations	THAT CABINET: 1. NOTES THE PROGRESS THAT HAS BEEN MADE WITH YEAR 1 OF THE ZERO CARBON ROADMAP AND 2. APPROVES THE PROPOSED ACTIONS AND SPEND FOR YEAR 2 OF THE ZERO CARBON ROADMAP	

1. BACKGROUND

- 1.1. North West Leicestershire District Council (NWLDC) declared a climate emergency on 25 June 2019.
- 1.2. It subsequently commissioned specialist environmental consultants, Etude, in 2019 to help develop the council's response to the need to reduce the council's and district's carbon emissions. This focused on how to reduce emissions which are within the council's control.
- 1.3. Greenhouse gases emitted in North West Leicestershire are generally bulk products of the combustion of fossil fuels and they are produced on a massive scale. It is not practical to separate, remove or store these gases therefore the primary means to reduce them is to burn less fuel. Historically this has been achieved through making vehicles, buildings, and electricity generators more efficient. Efficiency alone cannot deliver carbon reductions. Zero emission technologies such as wind turbines, solar panels, heat pumps and electric vehicles can generate electricity, heat, and provide transportation without any need for fossil fuels. They offer a plausible route to achieve net zero emissions of greenhouse gases.
- 1.4. This activity led to the development of a Zero Carbon Roadmap and Action Plan which was adopted by the council on 31 March 2020. The Action Plan summarises recommended activity to achieve the ambition of a zero carbon council by 2030 and a zero carbon district by 2050.
- 1.5. The Zero Carbon Roadmap estimated, from a baseline of 2016, that the emissions from council owned assets of 18,000 tCO₂e represent just 1.5% of the total emissions of the North West Leicestershire district. This is dominated by the buildings owned and operated by the council, in particular housing. Whilst tackling the emissions from the council's own operations is an imperative, the scale of the emissions from the wider district highlights how important it is for the council to show leadership to influence wider district emissions.
- 1.6. The target for the council's operations to be zero carbon by 2030 and the district by 2050 is highly challenging and the council cannot achieve this alone. The council, in its civic leadership role, has a responsibility to lead in this area to help ensure that North West Leicestershire recognises and embraces the crucial activity required to meet the challenge.
- 1.7. A Climate Change Programme Manager was recruited and started in post on 1 September 2020 to lead the programme. A Zero Carbon Group was set up including officers from different functional teams and a full review of the Action Plan was undertaken to assess team ownership and involvement in the identified activities.
- 1.8. The Climate Change Programme Manager has engaged with colleagues at other districts and county through the Environment Group, and, together with the Head of Community Services, has built links with external bodies such as Midland Energy Hub, Energy Saving Trust and Leicester and Leicestershire Local Enterprise Partnerships as well as the East Midland Development Corporation through its emerging "Plan for Zero". This has helped identify collaboration and learning opportunities to drive our zero carbon agenda.

2. ZERO CARBON ROADMAP KEY THEMES

- 2.1. The Zero Carbon Roadmap is divided into several distinct activity groups.
 - Buildings and towns
 - Transport
 - Power
 - Waste
 - Forestry, land use and agriculture
 - Industry
 - Aviation and shipping
 - F-gases
 - Other
- 2.2. North West Leicestershire emissions are dominated by transport, buildings, and industrial installations.
- 2.3. Direct emissions from NWLDC are estimated at 1.5% of the total emissions from the district (council buildings, homes, vehicle fleet).
- 2.4. The council can directly influence a further 32% of emissions mainly through:
 - Planning for new buildings
 - Planning control for new industrial installations and site emissions
 - Electric vehicle infrastructure
 - Waste reduction and diversion from landfill
- 2.5. The initial focus is on the council's own activities and what direct action it can take. Other categories of activities identified are where the council can influence and where it can help to facilitate.

3. WIDER PERSPECTIVE ON CLIMATE CHANGE

- 3.1. The media coverage of climate change has changed significantly over the past year. Whilst environmental figureheads, such as David Attenborough and Greta Thunburg, and business leaders, such as Bill Gates, have raised the profile of the climate change emergency in the past, there is now more political recognition and commitment across the globe particularly with an increased interest in building back our society post Covid-19 in a more environmentally friendly manner.
- 3.2. The Prime Minister, Boris Johnson, released his [10 point plan](#) in November 2020, which is built around the UK's strengths and covers clean energy, transport, nature and innovative technologies.



- 3.3. The government is currently developing a number of key strategy documents including Heat & Buildings Strategy, Transport Decarbonisation Plan and National Infrastructure Strategy, alongside an Energy White Paper which will outline more detail on how it intends to achieve these ambitions.
- 3.4. The UK is hosting the UN Climate Change Conference [COP26](#) in November 2021 which will bring together world leaders to accelerate action towards the goals of the Paris Agreement and the UN Framework Convention on Climate Change.
- 3.5. In the UK, ambitions and commitments are growing. The UK government has accepted the advice of its independent Climate Change Committee and in April 2021 announced new climate change commitments to set the UK on course to cut carbon emissions by 78% by 2035 (based on 1990 levels). To achieve this more electric cars, low-carbon heating, renewable electricity and potentially a reduction in meat/dairy and aviation, will all play a role.
- 3.6. These commitments, which are set to become law, bring forward the current target for reducing carbon emissions within 15 years. This would be a world-leading position and will undoubtedly lead to policy changes and the potential for future government funding support to North West Leicestershire.

4. COVID OBSERVATIONS

- 4.1. Since March 2020, due to the global pandemic, the council has been delivering its services predominantly remotely, supported by technology and flexible working arrangements.
- 4.2. With meetings, forums and webinars held on-line over the past 12 months, the global pandemic has challenged many organisations to re-think their operating models. A BBC survey in April 2021 of 50 of the UK biggest employers reported that almost all do not plan to bring staff back to the office full-time. Some 43 of the firms are looking to embrace a mix of home and office working, with staff encourage to work from home for two to three days a week, with a further four keeping hybrid working under review.
- 4.3. The council has been developing a Future Operating Model which will continue to embrace flexible and agile working arrangements, and this will be adopted as the

new, long term way of working with a clear focus on continuing to deliver the best possible levels of customer service. It is not expected that individuals will return to be office based full-time and will be able to mix office work with home-working, dependent on their role and personal preference.

- 4.4. This creates the opportunity for the council to review its office accommodation and size requirements. Property Services is exploring office accommodation options as part of a wider portfolio review.
- 4.5. As well as the energy efficiency opportunities a smaller office space may present, it should also be noted that there will have been a reduction in personal commuting mileage, another positive impact on our zero carbon agenda.

5. YEAR ONE ACHIEVEMENTS

- 5.1. There has been a detailed review of our Zero Carbon Action Plan with twenty different teams at the council to drive both awareness of our action plan and to identify leadership, involvement, and collaboration opportunities. Activities have been incorporated into team service plans and are reflected in the Council Delivery Plan.

5.2. Power

5.2.1. The council switched its electricity supply to a renewable source from October 2020. This is a four-year contract with Total Gas & Power via ESPO. With an annual usage estimated at 1.49 million kWhs, converting to renewable energy represents a full year of saving of **347 tCO₂e** (based on BEIS conversion rates for 2020-21 of 0.233). In addition, a full review of our electricity meters is well underway, building the foundation to review energy usage at location level in Year Two.

5.2.2. Building on Etude's Zero Carbon Roadmap, a Renewable and Low Carbon Energy Study was completed by AECOM to provide further technical support to assess low and zero carbon energy opportunities across the district. This report has been completed and will form part of the technical evidence base to support the substantive review of the Local Plan.

5.3. Waste – Food Waste Trial

5.3.1. The council's Recycle More Plan is an established programme and a key contributor to the council's zero carbon agenda. The roadmap aims to increase recycling rates by 1% per year to 50% by 2023. As part of this strategy, Waste Services has rolled out a food waste trial, supported by funding from the zero carbon reserve (£106,000).

5.3.2. The trial was launched in November 2019 for 2000 households in part of Measham and the whole of Appleby Magna, Appleby Parva, Chilcote, Newton Burgoland, Snarestone & Sweptstone. Covid-19 impact led to its suspension in March 2020 in order to support domestic waste and recycling service.

5.3.3. The trial resumed in November 2020 and has been extended to a further 2000 households in Coalville, Ravenstone and Whitwick. The scheme has been well received by residents.

- 5.3.4. Since the start of the trial in November 2019 to the end of March 2021, the service has collected a total 137.79 tonnes of food waste which represents a saving of **103.34 tCO₂e**.
 - 5.3.5. In addition, a stackable container system has been trialled with 250 residents with the aim to make recycling easier, convenient, and safer.
 - 5.3.6. In 2019/2020 (the latest official data), the total recycling rate increased by 1.3% to 46.3% and a total of 18,500 tonnes of waste was recycled or composted.
- 5.4. Transport - Electric Vehicle Charging
- 5.4.1. Electric vehicle (EV) charging points installations have been funded from the zero carbon reserve (£115,000). This investment demonstrates the council's commitment to take a leading role in encouraging our residents to embrace electric vehicles.
 - 5.4.2. This year, the council has completed three EV charging point installations, each with four charging points, at Vicarage Street at Whitwick, Clapgun Street at Castle Donington and The Green at Thringstone. This is in addition to an earlier installation at North Street at Ashby de la Zouch.
 - 5.4.3. The three installations were supported by a grant from the Office for Low Emission Vehicles (OLEV) of £45,000 and went live for residents to use from April 2020.
 - 5.4.4. Feasibility studies are underway at two council car park locations in Coalville.
 - 5.4.5. For the financial year 2019/20, the North Street EV chargers reported a saving of **2.960 tCO₂e** based on standard electricity. In the financial year 2020/21, the usage was lower due to Covid-19, however, from October 2020 the council's electricity supply was from a renewal source, so the total CO₂ saving will have been higher, equating to an estimated total of **1.918 tCO₂e**. This saving is included within the council's renewable electricity usage.
- 5.5. Transport – Fleet Management Strategy
- 5.5.1. Officers have commissioned a fleet management strategy part funded by the zero carbon reserve (57% contribution £12284, balance from HRA funding). Fleet replacement activity and additional investment has been paused pending the development and adoption of a clear fleet management strategy.
 - 5.5.2. Loughborough based consultants, Cenex have been engaged to review the current fleet and operations and build a roadmap and action plan to transition the existing council fleet to a zero carbon/low carbon solution by 2030. Where a low carbon solution is not yet available, they will provide timescales for future expected technology opportunities and interim improvement opportunities.
 - 5.5.3. This activity is well underway, and the resulting strategy will be shared with Corporate Scrutiny followed by Cabinet in September and will influence and shape our capital plan.
- 5.6. Transport – Cycling and Walking Strategy

- 5.6.1. Following the government's drive to get people cycling and walking more, the council's Health & Wellbeing team has commissioned a cycling and walking strategy for North West Leicestershire, working alongside Leicestershire County Council (LCC) who are developing a countywide Cycling and Walking Strategy.
 - 5.6.2. The intention is to identify potential additional cycling and walking routes across the district to both encourage sustainable travel and increase connectivity within North West Leicestershire and into neighbouring authorities, and to identify the infrastructure required and the associated costs and implications of doing this.
 - 5.6.3. The initial strategic overview, which dovetails into the LCC strategy, will be available in June 2021. This will lead to a second activity to create a detailed action plan that builds on the strategy by understanding the financial and operational implications of developing routes and maintaining them. This is due to be completed by December 2021.
- 5.7. Buildings and towns
- 5.7.1. The council's housing service, as part of their retrofit programme, has previously trialled a number of low emission solutions, including biomass boiler, air source heat pumps, solar thermal and solar PV installations. To date there have been 361 air source heat pumps installed in tenants' homes.
 - 5.7.2. In January, the council's housing service was awarded funding from the government's Green Homes Grant (GHG) Phase 1B (£264,000) which will help fund efficiency improvements to c56 social housing properties alongside a council funded investment of £437,000. The grant funding was received in March and planning of this improvement scheme is well underway with delivery required by the end of September 2021.
 - 5.7.3. The social housing new build design specification has improved from energy EPC rating B to A. Whilst this is an energy efficiency measure it will effectively translate to a carbon reduction.
 - 5.7.4. The development of Newmarket has been designed and fitted with electric heating only and LED lighting. The Linden Way depot welfare facilities also have electric heating.
- 5.8. Other
- 5.8.1. A zero carbon update was presented at the Parish Council Liaison forum, including information about a community carbon calculator. The session was well-received.
 - 5.8.2. Whilst the grant programme was paused from March 2020-October 2020 due to Covid-19, officers have provided two zero carbon grants to the value of £1000, with three more in progress. The scheme has been reviewed and the minimum grant reduced from £500 to £50 to encourage more applications.
- 5.9. Summary of Year One Saving

Category	Activity	tCO ₂ e *	Reference
Power	Electricity Supply	173.5	5.2.1 (from October)
Waste	Food waste trial	103.34	5.3.4
Transport	EV charging	1.918	5.4.5 – included in electricity
Buildings & Towns	HRA activity	N/A	5.7.1/5.7.2/5.7.3
Total		276.84	

* tCO₂e is a standard unit for measuring carbon footprint

6. YEAR TWO PLANS

6.1. Year Two will build on Year One foundations and introduce some new workstreams.

6.2. Waste

6.2.1. The food waste trial will continue across 4000 properties and the forecasted saving, based on the average participation rates of 35%, is **174.25 tCO₂e**. Officers have set a target to achieve a rate of 40% participation by the end of 2021/22 which would equate to a full year saving of **199.14 tCO₂e**.

6.2.2. As part of the Recycle More Plan, officers will continue the food waste trial to the end of 2021/22 and build the business case to expand this service across the whole district during 2022/23.

6.2.3. Based on the average participation rate of 35% in the trials to date and the quantity collected, across 48,000 residential properties, this would equate to a saving of **2090 tCO₂e**. If participation rates were to achieve 40% in the first year of a district wide service, this would equate to a saving of **2389 tCO₂e**.

6.2.4. A second container system will be trialled this year with 250 residents and will be compared with the first stackable wheeled container trial. The aim is to make recycling easier, convenient, and safer.

6.3. Transport

6.3.1. Officers will install electric vehicle charging points in a council car park in Coalville as well as two charging points at the depot to support vehicle trials. Note: emission savings will be included within the council's electricity usage.

6.3.2. Officers will investigate options for electric vehicle charging points at the council offices, dependent on Property Services portfolio review.

6.3.3. Electric vehicle charging points will be installed at Whitwick and Coalville Leisure Centre.

6.3.4. The travel expense policy will be reviewed in order to encourage staff to consider their carbon footprint.

6.3.5. The Fleet Management Strategy and action plan will be completed and reported to Scrutiny and then Cabinet in September 2021 outlining our roadmap and proposals for future fleet investment.

- 6.3.6. North West Leicestershire Cycling and Walking Strategy will be completed and plans and priorities for local infrastructure to drive connectivity improvements will be in place.
- 6.3.7. Vehicle emissions from licenced Hackney Carriage and Private Hire vehicles will be reduced by encouraging taxi operators to move to lower emission vehicles through lower licencing fees. The target in the Council Delivery Plan is to achieve 93% of vehicles with a Euro 5 engine of higher in 2021/22 and 100% by 2022/23.
- 6.4. Power
- 6.4.1. Car park lighting in the council's car parks will be converted to LED.
- 6.4.2. Solar panels will be installed on the roof of the sports hall at the new Whitwick and Coalville Leisure Centre
- 6.4.3. Electricity and gas usage will be reviewed and monitored across the council's estate.
- 6.4.4. Mine water heating opportunities will be investigated with a view to setting up a future pilot project. This technology could provide low carbon, low cost heat from water from dis-used mines underneath Coalville with the potential to feed the new Leisure Centre, Stephenson College and the council offices.
- 6.5. Power/Buildings and towns
- 6.5.1. The council's zero carbon ambition will be built into the substantive review of the Local Plan including:
- renewable energy, primarily wind and solar
 - energy efficiency standards for new homes
 - provision of electric vehicle charging points for residential and employment developments, where electricity supply permits
- 6.5.2. Officers will explore the setting up of a carbon offset fund.
- 6.6. Buildings and towns
- 6.6.1. Officers will manage the delivery of improvement works to c56 social housing properties, supported by the government's Green Homes Grant Phase 1B, by the end of September 2021.
- 6.6.2. Works is also being carried out to 76 E rated EPC properties where cavity wall insulations and top up loft installation will be fitted. Whilst this works initially started in 2020, the programme has been delayed by Covid-19. This activity will improve the energy efficiency of the properties and is funded through E-on with no cost to the council.
- 6.6.3. The council's housing service will be developing the HRA asset management strategy for approval within 2021/22 outlining plans for improving energy efficiency and retrofitting the existing housing stock of 4100 tenants' homes. Zero carbon will be a key consideration and the strategy will include methodology to measure the CO₂ emissions benefit of improvements.

- 6.6.4. Within housing, there will be a focus on building technical skills and capacity to support the delivery of further efficiency improvement works key to our zero carbon agenda in order to complete works directly rather than via contractors (e.g., air source heat pumps, solar thermal, solar PV etc).
- 6.6.5. A review of the councils' property portfolio will be carried out with associated retrofit plans that will help drive energy efficiency across the estate.
- 6.6.6. Regeneration activity will consider zero carbon implications within all projects.
- 6.6.7. Officers will explore sourcing information to provide the foundation for potential future activity with private residents of North West Leicestershire to improve their energy efficiency. Currently the council has limited insight on the district or framework to best target support and signpost opportunities, including grants.
- 6.7. Forestry, land use and agriculture
- 6.7.1. The Free Trees scheme will return in November 2021.
- 6.7.2. Officers will work with County to explore tree planting opportunities and funding on council owned land.
- 6.8. Other
- 6.8.1. Officers will undertake foundation work to complete analysis of our indirect emissions ("Scope 3" or indirect emissions were not considered by the Etude report) in order to understand risks, identify and prioritise opportunities, shape the council's procurement policies and ultimately influence council spend, partners and suppliers.
- 6.8.2. Officers will support Parish councils to understand their carbon footprint providing coaching sessions on a community carbon calculator.

6.9. Summary of Year Two

Category	Activity	tCO₂e *	Reference
Power	Electricity Supply	347.00	as per 20/21
Waste	Food waste trial	174.25-199.14	6.2
Waste	Recycling	-	methodology to be developed
Transport	EV charging	4.11	6.3.1 forecast included in electricity usage
Buildings & Towns	HRA activity	-	methodology to be developed
Buildings & Towns	Property Services	-	methodology to be developed
Total		521.25-546.14	

* tCO₂e is a standard unit for measuring carbon footprint

7. FINANCIAL REPORTING

7.1. Zero Carbon Reserve

7.1.1. Each activity will be supported by a detailed business case to assess the affordability and deliverability of a potential project on a case by case basis. In addition, grants and funding options will be explored.

7.1.2. The Zero Carbon Roadmap Financial Summary for Year One is as follows:

Funding - Revenue	£885,000
<u>Revenue Projects (c/c 0970)</u>	
Staffing (original funding for 3 Year post)	£187,830
Working Budget (3 year funding)	£30,000
Food Waste Trial (Measham & Coalville)	£106,000
Fleet Strategy Consultants (57% contribution)	£12,284
	£336,114
Funding - RCCO	£115,000
<u>Capital Projects</u>	
Electric Vehicle Charging Points	£160,000
External Grant for EVCP (OLEV)	-£45,000
	£115,000
Total Allocated	£451,114
Unallocated Balance	£548,886

7.1.3. The proposed spend from Zero Carbon Reserve in Year Two, from the unallocated balance is:

Unallocated Balance	£548,886
EV charging infrastructure/strategy *	£50,000
Mine water feasibility study	£50,000
District level resident/housing data	£10,000
Indirect emissions (Scope 3) evaluation	£15,000
LED lighting for car parks	£15,000
Total	£140,000
Unallocated Balance	£408,886

* estimated cost, dependent on feasibility study

7.2. Wider Council Zero Carbon Related Spend

7.2.1. Year One – 2020/21

Category	Activity	Spend	Grant	Comment
Power	Electricity Supply	£470		On-cost of renewable

				GF budget
Transport	Cycling & walking strategy	£4,884		
Buildings & Towns	HRA activity	N/A		No specific spend
Buildings & Towns	Properties Services	N/A		No specific spend
Buildings & Towns	Newmarket - LEDs	£15,000		Capital programme
Buildings & Towns	Newmarket – electric kitchen equipment (v gas)	£10,000		Capital programme
Buildings & Towns	Depot welfare – electric heating	£7,500		Capital programme
Total		£37,854		

7.2.2. Year Two – 2021/22

Category	Activity	Spend	Grant	Source
Power	Electricity Supply	£941	-	On-cost of renewable GF budget
Power	Car park lighting LED	£25,000		GF budget
Transport	Fleet strategy (HRA)	£9,267		(43% contribution)
Transport	Cycling & walking strategy	£11,366		
Transport	EV charging - depot	£3,312	£700	ZC Working budget
Transport	EV charging - leisure centre	£25,000		Capital programme
Buildings & Towns	HRA activity - GHG	£437,000	£264,000	HRA budget/ Grant
Buildings & Towns	Leisure centre - PVs	£200,000		Capital programme
Buildings & Towns	Property portfolio review	tbc		
Total		£711,886	£264,700	

8. CORPORATE SCRUTINY

8.1. This paper was presented to Corporate Scrutiny on 9 June 2021 and was well received. Annex B contains the minutes of this meeting but in summary, the following comments were raised by members:

- Mine water heating is interesting
- Discussion around electric vehicles and battery disposal
- Discussion around electric provision to our tenants

- Biodiversity - it was agreed there would be a follow up discussion with Cllr Sheahan (this took place on 22 June 2021)
- Recognition that our Local Plan is key to future development
- Request for status in future on where we are versus our zero carbon goal - measuring progress ideally presented in a graphic format year by year setting out the 2030 target summarising what CO₂e savings are being made

9. LEGAL IMPLICATIONS

- 9.1. All decisions arising from the implementation of the action plan must comply with the council's established governance and decision making processes.
- 9.2. The legal implications of specific aspects of the plan will need to be assessed further in more detail on a case by case basis.

10. RISK IMPLICATIONS

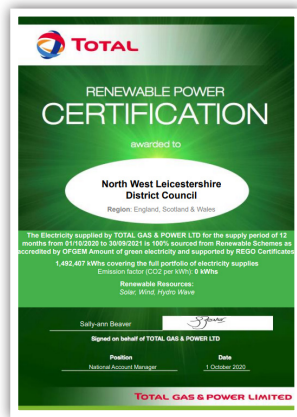
- 10.1. Risk Management will be a central consideration of each action's business case. Affordability will be a central concern as will the availability of technology that can deliver the required low emission solution.
- 10.2. There are undoubtedly mixed perceptions of climate change across the various stakeholders and communities of the district that manifest into a spectrum of views that the council will need to navigate in the implementation of the action plan, the prioritisation of resources required as well as messages to communities.

Policies and other considerations, as appropriate	
Council Priorities:	"Developing a clean and green district"
Policy Considerations:	Zero Carbon Roadmap and Action Plan Local Plan
Safeguarding:	N/A
Equalities/Diversity:	An impact assessment will need to be carried out as part of each project's business case.
Customer Impact:	Communities, council tax and businesses in the district will be engaged on the roll out of the programme.
Economic and Social Impact:	This will be a key aspect of each business case to assess not only the financial impact of intervention but the wider benefits.
Environment and Climate Change:	The adoption of the Zero Carbon Roadmap and associated Action Plan sets out the council's future approach to addressing the climate emergency.
Consultation/Community Engagement:	Communities and businesses will be engaged on the roll out of the programme.
Risks:	Covered under Section 10 of this report.
Officer Contact	Paul Sanders Head of Community Services

paul.sanders@nwleicestershire.gov.uk

We've been busy working on developing our journey to achieve zero carbon status by 2030. Here are some of the highlights from our first year....

Our electricity is now from a **renewable source**



261 air source heat pumps have been installed in council housing properties

 **Recycle more...**

Our Recycle more activity forms a key element of our zero carbon roadmap – our aspiration is to expand our food waste trial across the district

In addition to **four electric vehicle charging points** installed at Ashby, **12 more installations** across three other council car parks are in progress and planned to be live in April



Recycling trolley trial launched with **250** households



40 TONNES of food waste collected and recycled

Food waste trial launched for **2,000** households



What are we working on?

Starting work to transition our car park lighting to LED



A cycling and walking strategy has been commissioned

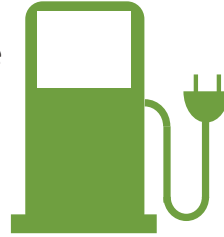


Our fleet management strategy is being developed to support our transition to more carbon friendly vehicles

An air quality strategy is being drafted



Feasibility studies for electric vehicle charging are taking place on our Coalville car parks



What plans do we have...?

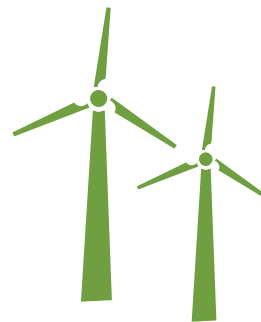
Review our building portfolio and the energy efficiency opportunities



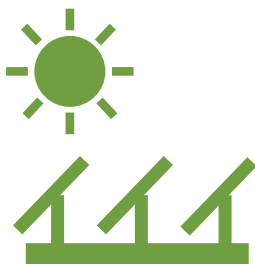
Review further opportunities for EV charging points across the district on council car parks, land and property



Introduce an app to view council services such as waste collections and review mini recycling sites and how they can be used more effectively alongside household recycling collections



Our local plan review will incorporate our Zero Carbon ambition and influence future developments

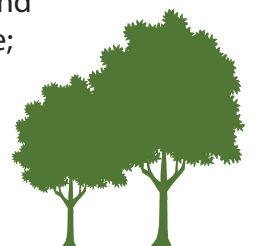


PVs will be installed on Whitwick and Coalville Leisure Centre



Improve the energy efficiency of more of our council houses

We are proud of our free tree and hedge scheme; the next issue is planned for November



Present: Councillor R Boam (Chairman)

Councillors E G C Allman, D Bigby, A J Bridgen, G Houl, V Richichi (Substitute for Councillor B Harrison-Rushton), S Sheahan and N Smith

Portfolio Holders: Councillors A C Woodman

Officers: Mr A Barton, Mr C Colvin, Ms E Kenyon, Mr J Knight, Mr C Lambert, J Marshall, Mr M Murphy, Mr P Sanders, Mrs B Smith, Mrs R Wallace, Miss E Warhurst and Mr P Wheatley

1. APOLOGIES FOR ABSENCE

Apologies were received from Councillors B Harrison-Rushton, A C Saffell and M B Wyatt.

7. ZERO CARBON UPDATE

The Head of Community Services and the Climate Change Programme Manager gave a presentation to Members highlighting the progress made so far on the Council's zero carbon aims. The Portfolio Holder also spoke in support.

A Member referred to another Local Authority in the north of the country who were utilising unused mines to generate power and asked if this was something that could be done in the District. The Head of Community Services reported that although this was deemed unsuitable in the past, it was something that was currently being investigated and early conversations were being held with the Coal Authority.

A Member expressed opinions on biodiversity and the loss of natural habitats, officers were asked if this was being considered due to the proximity of the National Forest. The Climate Change Programme Manager reported that there was a wider environmental group across the region, led by Leicestershire County Council, which would look at these matters. She agreed to discuss the matter further with the Member outside of the meeting.

At the request of a Member, clarification was given on the position of the food waste collection trial and the process involved in recycling the waste. The Head of Community Services reminded Members that NWLDC was the only council in Leicestershire collecting food waste and it should be celebrated. The emerging plan was to roll the programme out to the whole District in the future.

A Member expressed concerns that there was not enough reduction of carbon footprint in the first two years to achieve the future targets. It was felt that the report did not contain enough context as comparison figures of the current position and current target position were not included, therefore it was difficult to see what was required. Other comments were also raised on the major work required to reduce the carbon footprint of council homes. The Head of Community Services explained that the plan was currently in its early stages with more data measurement was required. Members would receive more information going forward with a clear map to present the challenges ahead in meeting the Council's carbon reduction aims.

In response to a comment from a Member in relation to the change to a renewable energy supplier and the affordability for tenants, the Head of Housing explained that tenants had their own choice of energy supplier and it was not something the Council could enforce. The aim was to engage with tenants to inform, educate and encourage them to consider renewable energy. It was also confirmed that void properties were not currently changed to the Council's preferred energy supplier, but it was being considered.

A Member commented on the influence that could be made through the Local Plan and urged Local Plan Committee Members to seriously consider what could be done to impose good targets for the Carbon Footprint on new houses built in the District.

The Chairman thanked Members for their contributions and confirmed that comments made would be presented to Cabinet when it considers the report.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 27 JULY 2021



Title of Report	PUBLIC SPACES PROTECTION ORDER REGARDING BINS LEFT ON STREETS IN SELECTED STREETS IN COALVILLE	
Presented by	Cllr Andrew Woodman Portfolio Holder for Community Services	
Background Papers	None	Public Report: Yes
		Key Decision: No
Financial Implications	None	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	Covered within the report	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	None	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To seek the following: <ol style="list-style-type: none"> 1. Approval of the introduction of a Public Spaces Protection Order (PSPO) that relates to Bins on Streets in restricted areas 2. Delegation for future renewals of the PSPO to the Director of Place 	
Reason for Decision	Section 46 of the Environmental Protection Act 1990	
Recommendations	THAT CABINET: <ol style="list-style-type: none"> 1. APPROVES THE INTRODUCTION OF A PUBLIC SPACES PROTECTION ORDER IN RELATION TO BINS ON STREETS AT THE SPECIFIED AREAS WITHIN THE REPORT WITH THE REVISED TIMES FOLLOWING PUBLIC CONSULTATION FEEDBACK 2. DELGATES FUTURE DECISIONS ON RENEWAL OR AMENDMENT OF THE PSPO TO THE DIRECTOR OF PLACE 	

1.0 BACKGROUND

- 1.1 Section 46 of the Environmental Protection Act 1990 allows waste collection authorities, of which NWLDC is one, to make arrangements in relation to the collection of household waste. However, some years ago the government was concerned that some local authorities were being “overzealous” in fining people for leaving bins out for a few hours too long and/or for putting the wrong waste in recycling containers.
- 1.2 In view of this there was a change to the legislation that stated fines could not be issued for putting the wrong waste in recycling bins and which made leaving bins out a civil penalty.
- 1.3 The government also introduced a test before a fine could be considered for leaving bins out, this meant that one of the following had to be present before any action could be taken:
 - Causes or is likely to cause a nuisance
 - Is, or is likely to be detrimental to any amenities of the locality
- 1.4 Examples given by the government that would meet the above criteria are as follows:
 - An obstruction is caused, forcing people to walk on the road
 - Restrict access to pavements/streets by leaving receptacles out for several days
 - Likely to attract vermin
 - Unsightly i.e. bags torn open or bins tipped over
- 1.5 In reality it is difficult to meet the criteria as in the areas we will highlight the only example that may fit is “restrict access”.
- 1.6 Furthermore, if the criteria are met, a staged approach involving written warnings, fixed penalty notices and appeals must be followed under section 46A of the Environmental Protection Act 1990 however, due to the complexity of the process this could take anywhere up to six weeks.
- 1.7 The issue is, this does not stop the matter reoccurring and we have to follow the same process again and so it goes on and on.
- 1.8 Environmental Protection’s view in relation to the above system is perfectly reasonable in areas/streets where we get one off complaints however, it is not workable for those streets where we get regular complaints/and or persistent problems are identified.
- 1.9 Environmental Protection has received 37 complaints over the last four years in reference to bins being left between collections in the areas identified and causing an obstruction to the pavement. Officers from Environmental Protection have also observed and have confirmed that bins are left out on a regular basis in these areas. It is on this basis that officers recommend the introduction of a PSPO to control the issues within these areas. The PSPO will give more effective powers to deal with the issues that are created with bins being left out on the streets. A summary of officer observations is at Appendix A.

2.0 THE PUBLIC SPACES PROTECTION ORDER FOR RESIDENTIAL BINS ON THE HIGHWAY IN RESTRICTED AREAS

2.1 A local authority may make a public spaces protection order if satisfied on reasonable grounds that;

- (1) activities carried on in a public place within the authority's area have had, or will have, a detrimental effect on the quality of life of those in the locality, and
- (2) the effect, or likely effect, of the activities is, or is likely to be, of a persistent or continuing nature, is, or is likely to be, such as to make the activities unreasonable, and justifies the restrictions imposed by the notice.

As mentioned in paragraph 1.9 Environmental Protection has received 37 complaints over the last four years in relation to bins being left between collections and have observed themselves bins being left out on a regular basis.

Environmental Protection is therefore of the view that bins are being left on the highway in the restricted areas, that this is having a detrimental effect on those quality of life of those in the locality (evidenced by the complaints received), that this is persistent and continuing, is unreasonable (as it is not difficult for relevant persons to return the bins to within the curtilage of their property – with exception being allowed for those with mobility issues) and the requirement to return them is justified.

The proposed PSPO is set out below:-

2.2 Duration

This Order shall come into force on 27/07/2021 and shall have effect for a period of three years thereafter, expiring on 26/07/2024 unless extended by further orders under the Council's statutory powers.

2.3 The Restricted Areas

The Order relates to all residential premises in the areas highlighted in the plan detailed in Appendix B, these areas are commonly known as:

- Berrisford Street, Coalville
- Margaret Street, Coalville
- Melbourne Street, Coalville
- Bridge Road, Coalville
- Adam Morris Way, Coalville
- William Bees Road, Coalville
- Mantle Lane, Coalville (House numbers 4-30)

“the Restricted Areas”

2.4 Persons to whom this Order applies

This Order applies to all Relevant Persons(*) in a position to control residential premises located within the Restricted Areas.

2.5 The Activity

Waste bins left out on the highway for prolonged periods of time (“the Activity”).

The Council is satisfied that the Activity causes obstructions to pedestrians and an increase of litter and waste in the Restricted Areas and therefore has had a

detrimental effect on the quality of life of those in the locality, is unreasonable, and justifies the restrictions being imposed.

2.6 Requirements/Prohibitions

2.6.1 Each Relevant Person is required to ensure that all household waste stored at Residential Premises(*) and/or presented, or to be presented, for collection from Relevant Premises shall be contained in receptacles provided by the Council.

2.6.2 Relevant Persons are prohibited from storing receptacles outside the boundary of Relevant Premises other than between 6pm the night before collection is due and 9pm on the day of collection.

2.6.3 Each Relevant Person shall have an equal and separate responsibility in relation to the above requirement at 2.5.1, and the prohibition at 2.5.2, whether physically present at the Relevant Premises at the relevant time or not.

2.7 Offences

Any person failing to comply with this Order will be guilty of an offence and liable on summary conviction to a fine not exceeding level 3 on the standard scale, pursuant to section 67 of the Act.

No person shall be guilty of an offence under this Order if that person demonstrates that he or she has taken all such steps as were reasonably available to that person to secure compliance, provided that proof of the same lies with that person.

2.8 Fixed Penalty Notices

A constable or a person authorised by the Council may issue a fixed penalty notice up to £100 to anyone he or she has reason to believe has committed an offence in relation to Order.

A fixed penalty notice is a notice offering the person to whom it is issued the opportunity of discharging any liability to conviction for the offence by payment of a fixed penalty to the council.

Failure to pay a fixed penalty notice may lead to prosecution.

2.9 Definitions – for the purpose of this Order

“Relevant person” means any person residing in, whether permanently, or temporarily, by legal right or simple occupation at any premises situated in the Restricted Areas. Further, any owner or managing agent of any premises let on a periodic tenancy and situated in the Restricted Areas.

“Relevant premises” refers to residential premises within the Restricted Areas.

“The Act” refers to the Anti-Social Behaviour, Crime and Policing Act 2014.

“The Council” is North West Leicestershire District Council.

3.0 APPEALS

If any interested person questions the validity of this Order on the grounds that the Council did not have the power to make the Order or that a requirement under the

Act has not been complied with, then he or she may apply to the High Court within 6 weeks of the date that this Order is made.

The right to challenge also exists where an Order is varied by the Council.

When such an application is made, the High Court can decide to suspend the operation of the Order pending the Court's decision, in part or totality. The High Court also has the power to uphold the Order, quash the Order or vary the Order.

4.0 CONSULTATION

4.1 In order to introduce a PSPO a consultation process must be followed which requires that the following key stakeholders are consulted

- Chief Officer of Police
- Police and Crime Commissioner
- Owners and occupiers of properties within the proposed restricted areas

The proposed order was publicised on the Council website for 4 weeks and the Council publicised the proposal on social media platforms Facebook and Twitter. The consultation commenced on Friday 4 June, 2021, 17:00 and ended on Friday 2 July, 2021, 23:59

4.2 The Council has directly consulted (in that letters enclosing a copy of the PSPO were sent directly to residents) with over 460 residents who will be affected by the PSPO.

16 comments were received in total. The comments received and the responses provided are detailed at Appendix C. All comments received will be provided with an individual response for those that have provided details to respond to.

Comments made on social media during the consultation process were responded to at the time.

Details on the media interest during the consultation period are also detailed in Appendix C.

4.3 The objections received were in relation to the times suggested (6pm the night before and 9pm the day of collection). The objections indicated that the time to retrieve their bin was too short. Therefore, to address these objections the time period has been increased and revised times have been proposed which are in the amended draft order at Appendix D.

Some of the objections mentioned the collections crews not returning the containers neatly, causing obstructions.

Other objections mentioned the receptacles being inadequate.

These comments will be responded to individually and although not specifically relevant to the PSPO have been taken on board and our Waste Services team have been made aware of the comments and will be provided with copies of the responses when these are sent.

4.4 As highlighted above following the consultation feedback, it is proposed to amend the times outlined in Section 2.5.2 of the PSPO from between 6pm the night before

collection and 9pm on the day of collection to 12 noon the day before collection is due, and 12 noon on the day after collection.

4.5 The revised PSPO can be found at Appendix D to this report.

Policies and other considerations, as appropriate	
Council Priorities:	<ul style="list-style-type: none"> - Developing a clean and green district - Our communities are safe, healthy and connected
Policy Considerations:	N/A
Safeguarding:	N/A
Equalities/Diversity:	N/A
Customer Impact:	The PSPO places a legal requirement on relevant person(s) at relevant premises in the restricted areas to return their bins to the curtilage of their premises within the relevant times
Economic and Social Impact:	N/A
Environment and Climate Change:	PSPO required to help towards a safer environment
Consultation/Community Engagement:	Please see consultation Section 3.2 above and details of consultation comments and responses at Appendix B
Risks:	<p>The PSPO allows enforcement officers to carry out their duties with regard to bins being left out on the highway between waste collections.</p> <p>The PSPO has to be reviewed at least once every three years.</p> <p>It can be amended or cancelled at any time.</p>
Officer Contact	Paul Sanders Head of Community Services paul.sanders@nwleicestershire.gov.uk

Officer observations found a total of 127 bins left out on the street either two days before or after bin day. The locations and figures were as follows:

	24.02.2020	02.03.2020	06.03.2020
Bridge Road	4	4	9
Adam Morris Way	5	4	0
Berrisford St	7	6	13
Margert St	15	15	25
Mantle Lane	2	2	7
Melbourne St	2	5	2

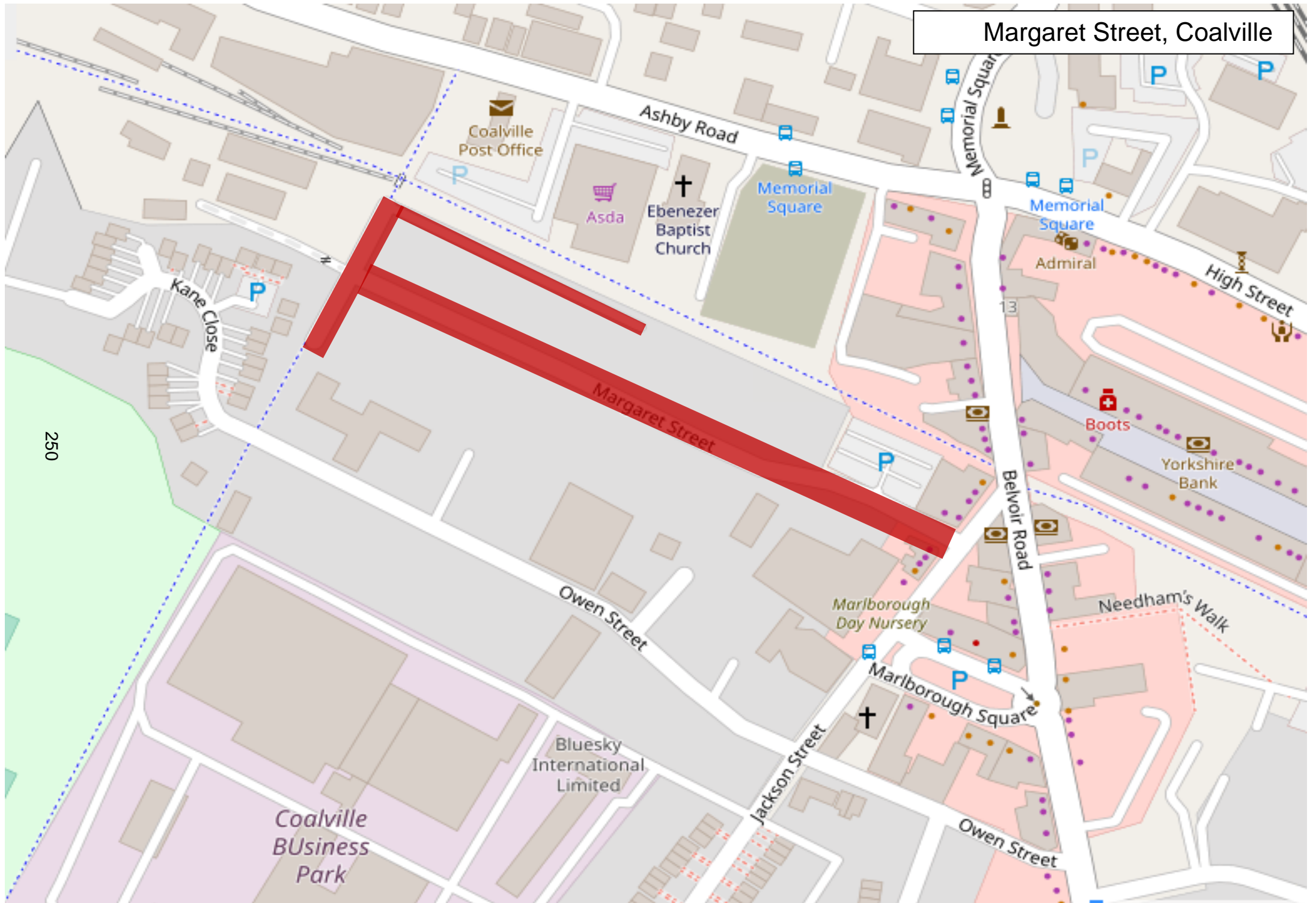
The numbers indicate there is a persistent problem and it is not necessarily always the same properties. Bins left out are often then used as “street bins” which is a greater issue if it is the recycling containers resulting in litter being blown around the street.

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- Melbourne Street, Coalville
- Berrisford Street, Coalville



Margaret Street, Coalville





- Bridge Road, Coalville
- Adam Morris Way, Coalville
- William Bees Road, Coalville

Mantle Lane, Coalville (House numbers 4-30)



Consultation Responses	Environmental Protection Comments
<p>Number 1</p> <p>I have just received the information about the new proposed public spaces protection order for the area of Coalville and I have a question.</p> <p>The time allowance for the bins being out is 6pm day before to 9pm day of. On my Schedule collection days I work till 10:15pm and do not get home from work till about 10:30pm, I try normally to bring them in before I leave but on some occasions they are not emptied till after I am at work. Is there away the allowance be extended to 11pm or midnight, to allowed late workers to remove them if they have no one at home to bring them in before the deadline??</p>	<p>Response taken on board in relation to timings. In order to accommodate resident working times and following the consultation feedback, it is proposed to amend the times from 6pm the night before collection, 9pm on the day of collection to 12pm the day before collection is due, 12pm on the day after collection and the revised order is attached to this report at Appendix A.</p>
<p>Number 2</p> <p>I write with reference to your post on Facebook. Personally, I think this is a poor idea for three reasons;</p> <ol style="list-style-type: none"> 1. You are penalising members of the public who work shifts, and are not around to get the bin in prior to your curfew 2. Linking to the above point, most people if not nearly all, put their bin out the afternoon/night before emptying, your suggesting this is fine and won't be penalised but on bin day this will be fined... seems as though the former is ok as it benefits you, the latter isn't as it does not benefit 3. This is the most important point for me, 99% of the public put out their bins out in a tidy fashion when doing so, where possible, put it on their own property not impeding on walkways and paths, where it is not possible to do this on a town house without a drive they still put it out presentably and with minimal disruption - Then on emptying day... the bin men come and load the bins onto the truck, they throw them back sometimes grouped and the wrong way around, sometimes in a snake like fashion, sometimes three are all together a short walk away from your house, but mainly messily and not organised. I appreciate they are busy, but I think the largest part of your issue which is likely born out of complaints about walking on pavements, is actually with your own staff and if you put more effort into ensuring they do not do this you would likely find the issue would go away. <p>I must stress I am fully behind the efforts and work that the staff do, but do not agree with your idea as shown in the points raised above, with main limelight being aimed at point 3.</p>	<p>Response taken on board in relation to timings. In order to accommodate resident working times and following the consultation feedback, it is proposed to amend the times from 6pm the night before collection, 9pm on the day of collection to 12pm the day before collection is due, 12pm on the day after collection and the revised order is attached to this report at Appendix A.</p> <p>In relation to the concern around the waste collection service. This has been shared with the management team within this service. The expectation from the waste services team is that crews should return bins, containers and bags to where they were presented and where possible.</p> <p>We're currently trialling a recycling trolley as a possible alternative to the boxes/bags to address the issues mentioned to improve the recycling service.</p>

Number 3

I am writing to you with regards to the proposed policy to fine households whose bins are left outside within a specific time frame. I have a few questions with regards to your proposal and would like these to be considered in your decision making.

1. What are you currently planning on doing about the mess that is consistently left on the street by the bin men? Every week we have to go out onto the street and pick up the litter that is remaining due to the bin men throwing the bins around and not picking up what falls out?

2. What about the people who work shifts or work away from home. For example I work in Preston a few nights a week, I leave home at 6am (by which point the bins haven't been emptied) and don't return until a few days later. Am I meant to pay for my council tax and just not have my bins emptied or have to pay a fine every time I go away for work and can't bring my bins in within your time frame?

3. What about the elderly who often put their bins out prior to 6pm the night before, this could be because a carer does it for them before they leave. What about people that are uneasy going onto the streets during the dark (by 6pm in the winter it will be dark).

4. How do you prove that bin belongs to that house, often I have to look for my bin as it has not been left where I left it outside my house and I have others bins left outside my house. For which it is not my responsibility to relocate these along the street when the bin men did not do their job properly and I would not expect a fine for someone else's bin.

These are only a few of the issues your proposed new policy have created and I would like some answers on all of these questions should you decide to go ahead with this policy.

In my personal opinion following a year of great difficulty for a number of people, this is just another way for the council to squeeze every penny out of those hard working people that are just trying to keep their heads above water and to further isolate and effect people who might be suffering after losing their jobs due to the Covid pandemic. I would have thought that the council would want to focus more of their time on helping people's mental health considering it is at an all-time high rather than adding more pressure. I look forward to your response.

Response taken on board in relation to timings. In order to accommodate resident working times and following the consultation feedback, it is proposed to amend the times from 6pm the night before collection, 9pm on the day of collection to 12pm the day before collection is due, 12pm on the day after collection and the revised order is attached to this report at Appendix A.

In relation to the concern around the waste collection service. This has been shared with the management team within this service. The expectation from the waste services team is that crews should return bins, containers and bags to where they were presented and where possible.

We're currently trialling a recycling trolley as a possible alternative to the boxes/bags to address the issues mentioned to improve the recycling service.

We offer an assisted collection service for qualifying residents who cannot present their bins.

We encourage residents to make their bins identifiable and will conduct an investigation to identify the owners in line with our enforcement processes.

<p>Number 4</p> <p>I think the potential fine is ridiculous! Not everyone works 9-5 jobs! Your crews won't even collect our bins from outside our house, they have to be put on the main stretch of Bakewell Street even though they collect from outside the flats at Bakewell Court. Sometimes our bins get left unemptied because other neighbours see fit to fill our bins with any old rubbish. Rubbish is dropped all over the road on bin day & just left, crews are just getting lazy.</p>	<p>Response taken on board in relation to timings. In order to accommodate resident working times and following the consultation feedback, it is proposed to amend the times from 6pm the night before collection, 9pm on the day of collection to 12pm the day before collection is due, 12pm on the day after collection and the revised order is attached to this report at Appendix A.</p> <p>Bakewell Court is not part of the proposal.</p>
<p>Number 5</p> <p>People go to work before 9 and won't be back until late at night. This is a silly idea for that reason. if it's an environmental issue then employ a bin mover</p>	<p>Response taken on board in relation to timings. In order to accommodate resident working times and following the consultation feedback, it is proposed to amend the times from 6pm the night before collection, 9pm on the day of collection to 12pm the day before collection is due, 12pm on the day after collection and the revised order is attached to this report at Appendix A.</p>
<p>Number 6</p> <p>I live in Bridge Road (where the fines will be coming in for bins left out after 9pm) and I find this approach appalling. I have neighbours of mine who work night shifts and are unable to bring the bin in once the bin-men have gone so they will be unfairly penalised, as well as a disabled neighbour who relies on carers to help with tasks like bringing in the bins. How about instead, train your bin-men to put the bins back against the walls where they're left by the residents who are not doing any wrong (and whisky we're at it, clean up anything that falls out the bins when they knock things over). Also, what happens if we put the bin out the night before the bin-men come? The bin lorry comes early Wednesday morning, and to make sure our rubbish is taken away, we all put bins out Tuesday night. Not all of us are up and awake when the bin men come (again, night workers or people reliant on outside care are the worst affected), so billing someone for leaving the bin out the night before can again cause a problem instead of a solution. Again, I offer two better thought out solutions; speak to the individual households leaving their bins outside instead of punishing the whole community (because then you're engaging the problem directly, not just throwing the first half-cooked idea brought up by someone who's clearly a few sandwiches short of a picnic), and try</p>	<p>Response taken on board in relation to timings. In order to accommodate resident working times and following the consultation feedback, it is proposed to amend the times from 6pm the night before collection, 9pm on the day of collection to 12pm the day before collection is due, 12pm on the day after collection and the revised order is attached to this report at Appendix A.</p> <p>In relation to the concern around the waste collection service. This has been shared with the management team within this service. The expectation from the waste services team is that crews should return bins, containers and bags to where they were presented where possible.</p> <p>We're currently trialling a recycling trolley as a possible alternative to the boxes/bags to address the issues mentioned to improve the recycling service.</p> <p>All other options to manage this problem within the area of Bridge Road have been exhausted and without success.</p>

<p>training your bin-men (who represent your council in the first place) to leave the bins where they are found and take responsibility for the communities they go through, instead of leaving bins strewn around wherever they please and then getting away scot-free whilst the residents are forced to take blame for it, and can't even rectify the issue in some cases as mentioned above.</p>	
<p>Number 7</p> <p>I am writing to you regarding the proposed fines on dustbin day, which I completely disagree with. Although I don't live on the streets effected, I do work shifts which often see me leaving the house at 8am and not returning until gone 9pm, and I am therefore making it known that the proposal isn't suitable for shift workers, as well as those with disabilities.</p> <p>I also think it is frankly hilarious that this be proposed when there has been several occasions where yellow bags and red boxes have been left down our street, or when there has been cardboard and plastic littered that bin men have left behind, leaving residents to wander the street to pick back up. I also think that a solution would be to have all rubbish in one bin, as opposed to 5 different bins as is currently. The current method makes streets much more cluttered on recycling days, takes up lots of room on gardens and is an eyesore quite frankly. I am sure I am not the only NW Leicester resident who would gladly pay more tax for a singular bin.</p>	<p>Response taken on board in relation to timings. In order to accommodate resident working times and following the consultation feedback, it is proposed to amend the times from 6pm the night before collection, 9pm on the day of collection to 12pm the day before collection is due, 12pm on the day after collection and the revised order is attached to this report at Appendix A.</p> <p>In relation to the concern around the waste collection service. This has been shared with the management team within this service. The expectation from the waste services team is that crews should return bins, containers and bags to where they were presented and where possible.</p> <p>We're currently trialling a recycling trolley as a possible alternative to the boxes/bags to address the issues mentioned to improve the recycling service.</p>
<p>Number 8</p> <p>As an example I am a shift worker who commutes to London daily, my day is usually 12 hours or more if there are engineering works or problems on the lines. It's extremely unfair to ask residents to bring their bins in before 9pm. It's alright for those that do not work or are retired.</p> <p>Do not penalise those who work hard for a living! It's absolutely ridiculous, things work very well in this country with refuse.</p> <p>Concentrate more on eradication of litter and dog mess! Catch these people by using more cctv.</p>	<p>Response taken on board in relation to timings. In order to accommodate resident working times and following the consultation feedback, it is proposed to amend the times from 6pm the night before collection, 9pm on the day of collection to 12pm the day before collection is due, 12pm on the day after collection and the revised order is attached to this report at Appendix A.</p>

Number 9

I strongly object to the proposed order and the fining of residents on the following basis:

1. Council employed Refuse and Recycling Operatives are responsible for a large proportion of obstructions due to the fact that they do not return containers to the place they collected them from. On my walk to school this morning my journey was obstructed several times by garden waste bins and yellow cardboard bags in the middle of the footpath, left there after being emptied by Council workers. I would point out that my journey to the local shop last night was not obstructed by bins that had been put out by residents on the boundary of their property in readiness for emptying this morning.

2. The Council are aware of many householders across the district who store bins outside the frontage of their property, this is predominantly terraced housing and due to a lack of space or poor access to the rear of their property. This appears to be accepted and not challenged, for example terraced houses Nos 4 – 22 Midland Rd, Ellistown. Unequal treatment of residents surely cannot be considered.

3. A large amount of littering is caused by residents not securing their waste containers and by the Council Operatives not picking up items dropped whilst picking up the containers and decanting them into the vehicles, again this is well documented by residents on social media and I have reported this on several occasions to the Waste Management Team at NWLDC. To this end I have recently requested litter picking equipment to support my voluntary litter picks in my area which is predominately recycling waste, plastics, cans, cardboard which has been blown into hedges and open spaces. I fail to see how NWLDC can use littering as a contributory factor to support their application for a PSPO, the position of the waste container and the 9.00pm time that the empty bin should be relocated is irrelevant. Logically most litter from these containers will be produced during the times the bins are allowed to be put out not after they have been emptied, this scenario would apply to hundreds of streets across the district not the 7 being targeted by NWLDC.

1. The introduction of PSPOs in these circumstances is not good use of public funding. Containers are not always easily identifiable to a particular property, as I have already highlighted containers are thrown back by Operatives, and not placed where they were left by residents. Investigation required by enforcement officers before issuing fines, subsequent administration and

In relation to the concern around the waste collection service. This has been shared with the management team within this service. The expectation from the waste services team is that crews should return bins, containers and bags to where they were presented and where possible.

We're currently trialling a recycling trolley as a possible alternative to the boxes/bags to address the issues mentioned to improve the recycling service.

Response taken on board in relation to timings. In order to accommodate resident working times and following the consultation feedback, it is proposed to amend the times from 6pm the night before collection, 9pm on the day of collection to 12pm the day before collection is due, 12pm on the day after collection and the revised order is attached to this report at Appendix A.

The reason for the PSPO is to allow improved accessibility along the pavements and highways of the designated areas of the proposed PSPO.

We encourage residents to make their bins identifiable and will conduct an investigation to identify the owners in line with our enforcement processes.

<p>appeals etc... I suspect on balance is more than the fine which are difficult to evidence and enforce.</p> <p>2. No consideration of those who work outside council operating hours, a large proportion of the population work shifts beyond 9:00pm, including healthcare workers and warehouse operatives. How and based on what rationale has the 9:00pm curfew been decided?</p> <p>I would like to receive information on the following:</p> <p>1. How many complaints NWLDC has received in the last 12 months relating to these streets that has prompted these proposals.</p> <p>2. I would also like to hear proposals as to how NWLDC intend to improve the way they currently manage issues caused by their own teams highlighted above.</p> <p>1. Can you also confirm the average cost to issue and enforce fines for breaches of PSPO's currently in place across the district and the amount of income they generated during financial year 2020/21.</p> <p>2. How was the specific time of 9:00pm chosen? Will Enforcement staff be working after 9:00pm to monitor and enforce the PSPO, if so, Is this outside their normal working hours and if not will it be subject to overtime payments?</p>	<p>Contact will be made with the resident that requested this information. The request does not directly relate to the PSPO proposal but we will endeavour to provide the information if it is available and held by the council.</p>
<p>Number 10</p> <p>I have seen a proposal online about some new fines potentially coming in for bins staying out past 9pm on the day of collection, please can you forward on my views.</p> <p>I think this is a really poor idea and whoever has thought of it should hang their head in shame. I'm disgusted it's even being talked about. No real person living normal life can have time every week to do this. My bin for example never goes in on the day, I just don't have time. Try getting back from work, getting a 1 year old sorted, bath time, dinner, sorting out the cats, shower for yourself, bang its 10pm and ready for bed.</p> <p>I think this is unrealistic and we should be looking at an alternative.</p>	<p>Comments noted.</p>
<p>Number 11</p> <p>Morning - Just wanted to drop you a line to say I absolutely 100% agree with your proposal to fine residents who do not take their bins off the street by 9pm, there is absolutely no excuse except laziness for not doing so.</p> <p>Many thanks for trying to keep our streets clean!</p>	<p>Comments noted</p>

<p>Number 12</p> <p>Great initiative to fine people who leave their bins out blocking pavements. But then you need to fine pavement parking too. It's the same inconvenience.</p>	<p>The reason for the PSPO is to allow improved accessibility along the pavements and highways of the designated areas of the proposed PSPO. Pavement parking is a subject matter for the Police and County Council.</p>
<p>Number 13</p> <p>I saw your debate on Facebook but didn't want to take part in a war of words for the sake of it. I have to say I 100% agree. I pay over £200 per month for my council tax. Our bin-men are always helpful and tidy. I live next door to someone who never brings their bin in and I permanently see it stacked high with rubbish through my lounge window which irritates the life out of me. They over fill their bins, leave rubbish on the pavement and there is no benefit to those like myself who pay to have their bins cleaned versus having one crawling with live maggots! Fine them I say.</p>	<p>Comments Noted</p>
<p>Number 14</p> <p>I am writing in regards to the letter I have received about the proposed public space protection order which could come into affected on the street in which I live (Adam Morris Way). While I fully support the fact that bins and recycling containers should not be left for long periods of time on the highway, I believe the real issue here is the actual recycling bags and boxes themselves. I do not believe that these receptacles are suitable for recycling as they are constantly blowing over in the wind, bags and boxes are mixed up and not returned to the correct houses, rubbish often comes out of them, through no fault of residents and clutters the street and they are not big enough to house all of the recycling a household may have. I think the best solution would be to have one bin for recycling (like the household waste bins) with a secure lid, which would be large enough to house all of a household's recycling. This would also mean that bags and boxes are not blocking the highway. I know that other councils have a recycling bin, so I am sure North West Leicestershire could do the same.</p>	<p>Comments around recycling receptacles has been shared with the management team within this service. We're currently trialling a recycling trolley as a possible alternative to the boxes/bags to address the issues mentioned to improve the recycling service.</p> <p>Noted support for the PSPO</p>
<p>Number 15</p> <p>I fully support and endorse the Council's proposals.</p>	<p>Updated with full proposal and offers full support.</p>

Please keep me updated with progress	
<p>Number 16</p> <p>I have received your proposed public space protection order which relates to Adam Morris Way and the surrounding area.</p> <p>Just so I am clear where would you like me to present my waste containers? I live at 68 Adam Morris Way? Would it be possible for the collectors to come through the shared driveway for the large number of houses where the properties are away from the road? This will stop quite a large number of bins having to be placed on public footpaths unnecessarily and be collected by trained professionals instead.</p> <p>I live in the property in the black circle below. Shared driveway area – red circle.</p>	<p>The PSPO is only to deal with bins being left out between collections and does not cover where residents would present their bin.</p> <p>Bins need to be presented at the nearest kerbside to their property which will continue to be the case if the PSPO comes into force.</p>
Media Comments	Environmental Protection Comments
<p>Number 17</p> <p>Negative article in the Sun newspaper including resident's comments dated 18-Jun-21.</p>	<p>As a result of the article the Communications Team reinforced the purpose and process for commenting on the PSPO proposal via social media.</p> <p>The article appeared to relate to the area of Bridge Road flats. Extensive work has been undertaken with all occupiers, the management company and Platform Housing in relation to the issue of not returning the bins. This ensured all occupiers are aware of the expectations in accommodating their bins and receptacles. Surplus bins and receptacles have been removed to allow space in the allocated bin areas.</p>
<p>Number 18</p> <p>Social Media</p>	<p>Social media comments where addressed by directing followers to the correct consultation process.</p>
<p>Number 19</p> <p>BBC Radio 4 In Touch programme interview</p>	<p>The Head of Community Services was invited to an interview with BBC Radio 4, In-touch programme in relation to the difficulties that visually impaired members of the community face regarding bins left on the pavements. Positive comments received during the interview in taking positive action to remove the hazards caused by bins and receptacles being left in the street on the pavement.</p> <p>In support of the PSPO.</p>

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North West Leicestershire District Council
Anti-Social Behaviour, Crime and Policing Act 2014
Part 4, Section 59
Public Spaces Protection Order

Notice is hereby given that North West Leicestershire District Council in exercise of its powers under section 59 of the Anti-Social Behaviour, Crime and Policing Act 2014 (“the Act”) proposes to make the following Order:

Residential Bins on the Highway

1. Duration

This Order shall come into force on **27/07/2021** and shall have effect for a period of three years thereafter, expiring on **26/07/2024** unless extended by further orders under the Council’s statutory powers.

2. The Restricted Areas

The Order relates to all residential premises in the areas marked red on the attached plan and commonly known as:

- Berrisford Street, Coalville
- Margaret Street, Coalville
- Melbourne Street, Coalville
- Bridge Road, Coalville
- Adam Morris Way, Coalville
- William Bees Road, Coalville
- Mantle Lane, Coalville (House numbers 4-30)

“the Restricted Areas”

3. Persons to whom this Order applies

This Order applies to all Relevant Persons(*) in a position to control residential premises located within the Restricted Areas.

4. The Activity

Waste bins left out on the highway for prolonged periods of time (“the Activity”).

The Council is satisfied that the Activity causes obstructions to pedestrians and an increase of litter and waste in the Restricted Areas and therefore has had a detrimental effect on the quality of life of those in the locality, is unreasonable, and justifies the restrictions being imposed.

5. Requirements/Prohibitions

- 5.1 Each Relevant Person is required to ensure that all household waste stored at Residential Premises(*) and/or presented, or to be presented, for collection from Relevant Premises shall be contained in receptacles provided by the Council.

5.2 Relevant Persons are prohibited from storing receptacles outside the boundary of Relevant Premises other than between **12 midnight the day before collection is due, and 12 midnight on the day after collection.**

5.3 Each Relevant Person shall have an equal and separate responsibility in relation to the above requirement at 5.1, and the prohibition at 5.2, whether physically present at the Relevant Premises at the relevant time or not.

6. **Offences**

Any person failing to comply with this Order will be guilty of an offence and liable on summary conviction to a fine not exceeding level 3 on the standard scale, pursuant to section 67 of the Act.

No person shall be guilty of an offence under this Order if that person demonstrates that he or she has taken all such steps as were reasonably available to that person to secure compliance, provided that proof of the same lies with that person.

7. **Fixed Penalty Notices**

A constable or a person authorised by the Council may issue a fixed penalty notice up to £100 to anyone he or she has reason to believe has committed an offence in relation to Order.

A fixed penalty notice is a notice offering the person to whom it is issued the opportunity of discharging any liability to conviction for the offence by payment of a fixed penalty to the Council.

Failure to pay a fixed penalty notice may lead to prosecution.

8. **Definitions – for the purpose of this Order:**

“Relevant person” means any person residing in, whether permanently, or temporarily, by legal right or simple occupation at any premises situated in the Restricted Areas. Further, any owner or managing agent of any premises let on a periodic tenancy and situated in the Restricted Areas.

“Relevant premises” refers to residential premises within the Restricted Area.

“The Act” refers to the Anti-Social Behaviour, Crime and Policing Act 2014.

“The Council” is North West Leicestershire District Council.

9. **Appeals**

If any interested person questions the validity of this Order on the grounds that the Council did not have the power to make the Order or that a requirement under the Act has not been complied with, then he or she may apply to the High Court within 6 weeks of the date that this Order is made.

The right to challenge also exists where an Order is varied by the Council.

When such an application is made, the High Court can decide to suspend the operation of the Order pending the Court's decision, in part or totality. The High Court also has the power to uphold the Order, quash the Order or vary the Order.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 27 JULY 2021



Title of Report	MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY	
Presented by	Councillor Andrew Woodman Community Services Portfolio Holder	
Background Papers	Agenda and minutes of the Coalville Special Expenses working Party on 15 June 2021.	Public Report: Yes
		Key Decision: Yes
Financial Implications	As set out in the reports to the CSEWP on 15 June 2021.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	Legal advice was provided during the drafting of all reports to the CSEWP and the draft Special Expenses Policy on 15 June 2021.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	There are no staffing or corporate implications arising from the report.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To share the minutes of the Coalville Special Expenses Working Party from 15 June 2021.	
Reason for Decision	So that the decisions of the Coalville Special Expenses Working Party can be considered.	
Recommendations	THAT CABINET NOTE THE MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY AT APPENDIX 1.	

1.0 BACKGROUND

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

2.0 TERMS OF REFERENCE

- 2.1 To consider budget and financial issues which either solely or predominantly affect the Coalville Special Expenses Area and to make recommendations to Cabinet.

2.2 To receive reports and examine possible project options on which recommendations will be made to Cabinet.

3.0 RECOMMENDATIONS TO CABINET FROM THE MEETING ON 15 JUNE 2021

3.1 Events Update

3.1.1 There were no recommendations to Cabinet

3.2 Capital Projects Update

3.2.1 There were no recommendations to Cabinet.

3.3 Special Expenses Policy

3.3.1 There were no recommendations to Cabinet. The Special Expenses Policy will be considered by both Cabinet and Council later in the year following consideration by the Corporate Scrutiny Committee.

Policies and other considerations, as appropriate	
Council Priorities:	<ul style="list-style-type: none"> • Supporting Coalville to be a more vibrant, family-friendly town • Developing a clean and green district • Our communities are safe, healthy and connected
Policy Considerations:	Taken into consideration in drafting of reports to CSEWP.
Safeguarding:	Taken into consideration in drafting of reports to CSEWP.
Equalities/Diversity:	Taken into consideration in drafting of reports to CSEWP.
Customer Impact:	The reports and proposals presented to CSEWP all have positive impacts on a variety of customers.
Economic and Social Impact:	The reports and proposals presented to CSEWP will have positive economic and social impacts.
Environment and Climate Change:	Updates within the Capital Projects Update report will have positive environmental and climate change impacts.
Consultation/Community Engagement:	Coalville Special Expenses Working Party – 15 June 2021. The Special Expenses Policy will be taken to the Corporate Scrutiny Committee in the autumn.
Risks:	None identified.
Officer Contact	Paul Sanders Head of Community Services Paul.Sanders@nwleicestershire.gov.uk



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MINUTES of a meeting of the COALVILLE SPECIAL EXPENSES WORKING PARTY held in the Council Chamber, Council Offices, Coalville on TUESDAY, 15 JUNE 2021

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

In Attendance: Councillor A Woodman

Officers: Mr P Sanders, Miss A Wright, Mr J Knight, Mrs W May and Mr T Delaney

1. ELECTION OF CHAIRMAN

Paul Sanders, Head of Community Services, opened the meeting and sought nominations for the position of Chairman for the 2021/2022 civic year.

Councillor M Wyatt expressed his gratitude to officers and members of all sides for their help and support during his two years as Chairman.

It was moved by Councillor M Wyatt, seconded by Councillor A Black and

RESOLVED THAT

Councillor D Everitt be appointed as Chairman for the 2021/22 civic year.

2. ELECTION OF DEPUTY CHAIRMAN

The Chairman sought nominations for the position of Deputy Chairman for the 2021/22 civic year.

It was moved by Councillor M Wyatt, seconded by Councillor J Geary and

RESOLVED THAT

Councillor M French be appointed as Deputy Chairman for the 2021/22 civic year.

3. APOLOGIES FOR ABSENCE

There were no apologies for absence.

4. DECLARATIONS OF INTEREST

Councillor M Wyatt declared non-pecuniary interests in all items as the owner of two businesses in Coalville Town Centre should any reference arise to the town centre.

Councillor J Geary declared non-pecuniary interests in all items as a director of the Springboard centre, founder of Mantle Community Arts and a regular supporter of Coalville Town Football Club should any reference to them arise at the meeting.

5. MINUTES OF THE PREVIOUS MEETING

Consideration was given to the minutes of the meeting held on 20 April 2021.

It was moved by Councillor M Wyatt, seconded by Councillor A Bridgen and

RESOLVED THAT

The minutes of the meeting held on 20 April be confirmed as an accurate record of the proceedings.

6. EVENTS UPDATE

Wendy May, Cultural Services Team Manager, presented the report which updated Members with regards to 2021/22 events and projects funded within the Coalville Special Expenses Area. It was brought to members' attention that in addition to the events in the report, there was work ongoing to bring street entertainers to Coalville during the summer holidays and for further events through the Welcome Back fund given to the Council to mitigate against the economic impact of COVID-19.

Members welcomed the proposals for the revision of the Christmas lights at Coalville memorial clock tower as the main focal point of the town. Thanks were also expressed for the Cultural Services Team's work on the Coalville Outdoor art gallery. It was clarified that the potential community art project at Needham's Walk was awaiting confirmation from the owners of the shopping centre before a decision on whether to progress was made.

Clarification was sought and given regarding the funding sources of several future events. It was expressed by Members that although the current list of events was understandable given the impact of COVID-19, there should be more events taking place and it was suggested councillors should be identifying more potential events. In response, it was explained that although the delivery of the regular events programmer remained impacted by COVID-19, events were still being delivered and those scheduled for delivery in 2021 represented an increase in event hours compared to the 2019 event programme.

In response to a question regarding the opening of Newmarket, the Head of Community Services explained that the exact nature of the opening was under review due to ongoing COVID-19 restrictions but the structure of the building was cohesive to the holding of a celebratory opening event. The Cultural Services Team Manager then explained that ongoing works meant there would be limited Christmas lighting options at Newmarket in 2021 but this would be possible in future years.

It was moved by Councillor J Legrys, seconded by Councillor M Wyatt and

RESOLVED THAT

The Working Party Notes:

- 1) The progress update on 2021/22 events.
- 2) The update for Christmas lights installation procurement
- 3) The update for Needhams Walk artwork
- 4) The update for 2021/22 Coalville Special Expenses Community Grant Scheme

7. CAPITAL PROJECTS UPDATE

Jason Knight, Leisure Services Team Manager, presented the report which updated Members with regards to capital projects within the Coalville Special Expenses Area. It was confirmed that Members of the Working Party would have advance sight of the revised proposals due to go out for consultation for the extension of Coalville Park after the meeting.

Thanks were also expressed for the work of officers at Scotlands Bowls Pavilion and on the tree planting in Coalville where it was highlighted that over 100 trees had been planted in the Coalville Special Expenses Area in the last two years.

It was clarified that on Lillehammer Drive the complexity of the various public and private sector organisations involved were contributing factors to the delay in finalising the project.

An update was also given on the meeting that took place at London Road cemetery prior to the meeting. Members had been in agreement that the current maintenance regime should continue and that officers would report back at a future meeting on options for the churchyard wall and whether or not an internment area could be created for ashes.

It was moved by Councillor J Legrys, seconded by Councillor M Wyatt and

RESOLVED THAT

The Working Party notes the progress update on the 2021/22 capital projects.

8. SPECIAL EXPENSES POLICY

Anna Wright, Finance Team Manager, presented the report and draft Special Expenses Policy to Members and invited comments on the policy for feedback into the decision-making process later in the year.

In response to questions from Members, it was explained that the policy had been put together to formalise the Council's existing position on Special Expenses. This was due to several requests from the Working Party in recent years to fund work such as air quality that could not be classed or funded through Special Expenses and alternative funding sources had needed to be found.

The Leisure Services Team Manager also observed that a recent request by Members for officers to look into the Mobile Vehicle Activated Signage and report to a future meeting was an area relevant to this Policy as it could not be funded through Special Expenses.

It was moved by Councillor J Legrys, seconded by Councillor M Wyatt and

RESOLVED THAT

The Working Party provides it's comments on the draft Special Expenses Policy

9. DATES OF FUTURE MEETINGS

Consideration was given to the list of proposed meeting dates for the 2021/22 civic year.

It was moved by Councillor M Wyatt, seconded by Councillor M French and

RESOLVED THAT

The following meeting dates for 2021/22 be agreed:

Tuesday, 12 October 2021
 Tuesday, 14 December 2021
 Wednesday 27 April 2022
 Tuesday 14 June 2022

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 7.14 pm

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