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Meeting	<b>CORPORATE SCRUTINY COMMITTEE</b>
Time/Day/Date	6.30 pm on Wednesday, 9 March 2022
Location	Council Chamber, Council Offices, Coalville
Officer to contact	Democratic Services (01530 454512)

## AGENDA

Item		Pages
<b>1. APOLOGIES FOR ABSENCE</b>		
<b>2. DECLARATION OF INTERESTS</b>		
	Under the Code of Conduct members are reminded that in declaring disclosable interests you should make clear the nature of that interest and whether it is pecuniary or non-pecuniary.	
<b>3. PUBLIC QUESTION AND ANSWER SESSION</b>		
	To receive questions from members of the public under rule no.10 of the Council Procedure Rules. The procedure rule provides that members of the public may ask any question on any matter in relation to which the Council has powers or duties which affect the District, provided that three clear days' notice in writing has been given to the Head of Legal and Support Services.	
<b>4. MINUTES</b>		
	To approve and sign the minutes of the meeting held on 5 January 2022.	<b>3 - 8</b>
<b>5. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME</b>		
	To consider any items to be included in the work programme. The plan of forthcoming Cabinet decisions and the current work programme are attached for information.	<b>9 - 18</b>
<b>6. 2021/22 QUARTER 3 PERFORMANCE REPORT</b>		
	Report of the Head of Human Resources and Organisation Development	<b>19 - 52</b>
<b>7. HOUSING ASSET MANAGEMENT PLAN 2022 - 2024</b>		
	Report of the Head of Housing	<b>53 - 80</b>

Circulation:

Councillor R Boam (Chairman)  
Councillor B Harrison-Rushton (Deputy Chairman)  
Councillor E G C Allman  
Councillor D Bigby  
Councillor A J Bridgen  
Councillor G Houl  
Councillor A C Saffell  
Councillor S Sheahan  
Councillor N Smith  
Councillor M B Wyatt

MINUTES of a meeting of the CORPORATE SCRUTINY COMMITTEE held in the Council Chamber, Council Offices, Coalville on WEDNESDAY, 5 JANUARY 2022

Present: Councillor R Boam (Chairman)

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

In Attendance: Councillors T Eynon, R L Morris and R Johnson

Portfolio Holders: Councillors R Ashman

Officers: Mr J Arnold, Mr A Barton, Mr D Bates, Mrs C Hammond, Mrs R Wallace, Miss E Warhurst, Mr P Wheatley and Miss A Wright

### **37. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors E Allman, B Harrison-Rushton, A C Saffell and M B Wyatt.

### **38. DECLARATION OF INTERESTS**

Councillor G Hoult declared a non-pecuniary interest in item 6 – North West Leicestershire Visitor Economy Plan, as a member of Ashby Town Council's Events and Tourism Committee, where at she voted in favour of the following motion: 'The Town Council therefore urges the District Council to work with the Town Council to explore all of the options for the most effective delivery of these services post-covid to protect and promote the town's tourist offer and to ensure that local partnerships are maintained.' Councillor Hoult confirmed that she would approach the item with an open mind under her District Council scrutiny role.

Councillor D Bigby declared a non-pecuniary interest in item 6 – North West Leicestershire Visitor Economy Plan, as a member of Ashby Town Council and the Ashby Civic Society. He also declared that he had asked a question in relation to the closure of Ashby Tourist Information Centre at the Council meeting on 7 September 2021, as well as expressed his opinion on the matter at several meetings and in the press. Councillor Bigby confirmed that he would approach the item with an open mind.

Councillor N Smith sought advice from the Monitoring Officer in relation to item 6 – North West Leicestershire Visitor Economy Plan, as an owner of a business in Ashby de la Zouch. Following a discussion, it was decided not necessary to make a declaration.

Councillor T Eynon declared a non-pecuniary interest in item 6 – North West Leicestershire Visitor Economy Plan, as the Chair of the Snibston Heritage Trust who were a consultee as part of the engagement process.

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

The following question was submitted by Mr K Ward, a resident of Ashby de la Zouch and response was given:

'I am involved in tourism and visitor attraction to NW Leics with both my Ashby Civic Society and Venture Theatre roles. I am keen to continue to make our area one which attracts visitors and locals alike.

The report bases all its assumptions on the views of some stakeholders who appear to exclude a large number of interested parties. Apart from historical attractions you refer to arts and artistic events being an attraction. However, the only Stakeholders in the arts field are Mantle Lane Arts who produce hardly any art! Why weren't any drama/music or visual arts representatives included?

Ashby has an annual arts festival - perhaps the organisers would have liked to have been asked for their views? The Century Theatre and the Venture Theatre both attract audiences from outside the area - why weren't they asked?

To say that NWLDC staff were not working to attract tourists outside NW Leics is nonsense.

It is well known that staff working at Ashby Tourist office were working for the whole district. They only worked half the week at Ashby and the other half at Coalville working on Tourism for the whole district. Didn't the Officers know that?

The report states that most tourists come to one attraction and then leave. Could this be because there is so little hotel and B&B accommodation in the district? Why haven't the Council done something to encourage more accommodation? The new report does not have an answer for this - why not?

The answer to increase future tourism to the District is not spelled out in the recommendations. They merely dwell on such statements as 'use of digital marketing channels' and 'providing leadership to local partners and stakeholders'. Also 'support the creation of networks between partners and stakeholders'.

Who is going to provide such leadership and support networks and why isn't it already being done?

For the council to have wasted so much money on a such a vague consultant's report and to come to such feeble conclusions is appalling.

Why have you produced such a poor report regarding the Tourism/Visitor assessment for North West Leicestershire? Why has this been allowed to happen?

#### Response from the Head of Property and Regeneration:

A review of our cultural services activities is required in order to ensure we are aligned with the Leicester and Leicestershire Tourism Growth Plan and that targets in that document (which have subsequently been absorbed into our Council Delivery Plan) are delivered.

Between November 2019 and late 2020 we have sought to engage with a wide-ranging set of stakeholders from across the district, in order to validate (or otherwise) the priority activities which were first proposed to members in 2019.

Stakeholder engagement undertaken in April 2020 was complicated by Covid Pandemic restrictions (lockdown). Significant effort was made by Fathom Consultants to contact as many stakeholders as possible at the time, but it was recognised that not all those who might have wanted to make a contribution were in a position to do so. For that reason, a period of time was allowed between the preparation of the first draft of the Fathom Report (May 2020) and the final version (Dec 2020) during which any additional comments were collected and fed into the study. This was an opportunity that Mr Ward availed himself of between June and August last year.

The weaknesses of our district tourism offer (lack of accommodation and need for Leadership) as referred to by Mr Ward in his question, are the very same concerns as were raised by many other stakeholders. Tackling these two issues (plus others) are at the heart of the North West Leicestershire Visitor Economy Plan being put before Scrutiny Committee this evening.

Mr Ward makes reference in his question to whether the work of the Ashby TIC staff is purely about supporting visitors to Ashby or whether it has a wider district function. It is not appropriate to delve in detail into the job function of individual or small groups of staff in a meeting such as this, however it is worth noting that the Covid pandemic has demonstrated very well that you don't need to be physically in a location to deliver a service to that location.

Finally, it is noted that questions have been raised about the quality of the Fathom Report. That report is a background paper which has been used by officers along with a significant library of other materials to develop today's Scrutiny Report. The key strength of the Fathom Report is that it enabled officers to validate the proposed priority activities with a range of local Stakeholders. Moving forward, (subject to receiving Cabinet support) we will be able to further engage with stakeholders to determine the specific interventions needed to deliver each of the four priorities.

The Chairman invited Mr Ward to ask a supplementary question. Mr Ward reiterated several points previously made in his original question and referred to a recent petition against the closure of the Ashby Tourist Information Centre which had achieved approximately 500 signatures. He also referred to the proposed notice boards in the town which in his opinion, was a poor replacement for the information centre. As a supplementary question, he asked why the council was proposing to remove such a vital service as the Ashby Tourist Information Centre?

The Head of Property and Regeneration responded that there was no intention to diminish the tourist potential in Ashby, and information received indicated that people did not use the service as it currently operated as only one percent of visitors used the centre to influence their visit. He added that times were moving on and as a district it was important to move on with it and aspire to achieve more via alternative approaches.

#### **40. MINUTES**

Consideration was given to the minutes of the meeting held on 8 December 2021.

Councillor D Bigby requested the following amendments to minute number 35:

'Reference was made to the proposal to stop offering free parking in Coalville and Ashby Town Centres over the Christmas period, Members felt this would not be welcomed in the community.'

and

'A concern was raised on the maximum increase in ~~rates~~ rents at a time when people were already struggling.'

It was moved by Councillor D Bigby, seconded by Councillor S Sheahan and

RESOLVED THAT:

Subject to the amendments above, the minutes of the meeting held on 8 December 2021 be approved as a correct record.

#### **41. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME**

Consideration was given to the inclusion of any items on the work programme. The plan of forthcoming Cabinet decisions and the current work programme were set out in the agenda for information. No comments were made.

By affirmation of the meeting the work plan was noted.

#### **42. NORTH WEST LEICESTERSHIRE VISITOR ECONOMY PLAN**

The Head of Property and Regeneration presented the report to Members.

The reporting timeline for the item was questioned as it was noted that the Visitor Economy Plan had initially been considered by Cabinet in November 2019 but had been taken no further until now. The Head of Property and Regeneration explained that Covid-19 concerns were starting to rise at the end of 2019 and then lockdown measures introduced early 2020 meant that emergency plans were put into place, and reports such as this therefore had to be paused.

In response to a question, the Head of Property and Regeneration explained that the consultants had suggested the closure of the Ashby Tourist Information Centre as a result of responses received from the stakeholder engagement process.

A statement was made by a Member on the diminishing tourist interest in Ashby over the last 20 years and it was felt that this was down to the lack of investment in the town by the District Council. Comments were made that little marketing was done to publicise the town and there was not enough on offer for the public if they did visit. Reference was made to the thriving market town it used to be and the fact that there would be a stronger need for a tourist information centre if more was done to attract tourists. The Head of Property and Regeneration acknowledged that visitor numbers were currently low and agreed there was more to be done to improve that, which was the aim of the plan before Members. However, it was noted that there were other ways for people to get information now, such as on their mobile phones, and this had to be considered moving forward.

Members were reminded that the report set out four priorities which would inform the plan and the recommendation was to make comment on these prior to consideration at Cabinet.

In relation to the Fathom Consultation report, a comment was made on the very little data available as although the report referred to significant engagement, this was in fact only 10 people. It was felt there was a lack of partnership working with organisations such as Leicestershire County Council, the museum service, and libraries. It was pointed out that the tourist information service was more than just a site at the library, staff were very active on social media and had attended Hermitage FM on a weekly basis to publicise events. The suggestion within the report of cross district working to promote the district was supported but it was felt that it had lost sight of what was needed and community venues such as libraries to work from should be considered. There was also some concern that the resource required to achieve the proposals may not be available.

Members felt that the staff at the Ashby Tourist Information Centre did much more than sit and wait for people to come in asking for information. It seemed that there was an intention to redeploy the staff within the same service area and savings being made were minimal in relation to the cost of running the premises. Therefore, it was felt that the staff should stay based at the Ashby premises as it was a useful and central location.

The questions asked as part of the engagement process were queried and it was pointed out there was little engagement with the Ashby business community or the Heritage Society. The Head of Property and Regeneration referred Members to paragraph 4 of the Fathom consultation report where the consultation questions were detailed.

In response to a query from a Member, the Head of Property and Regeneration assured the Committee that Ashby Town Council had and would be consulted on any further options going forward and that meetings had already been arranged for the near future.

In relation to the four priorities set out in the report, a comment was made that although good priorities, credibility was lost by the proposal to close the Ashby Tourist Information Centre which was the main way that the service was delivered.

Following further discussion about the Ashby Tourist Information Centre, clear opinions were shared, and it was agreed that the committee were unanimously opposed to the proposals to close the centre. Therefore, it was moved by Councillor S Sheahan that Cabinet be asked to request officers to look at alternative options that did not include the closure of Ashby Tourist Information Centre. It was seconded by Councillor D Bigby and was put to the vote. The motion was AGREED.

The Chair thanked Members for their contributions and confirmed that the motion as approved during discussion, and comments made would be presented to cabinet when it considered the report.

#### **43. PRUDENTIAL INDICATORS AND TREASURY STRATEGIES 2022-23**

The Head of Finance presented the report to Members.

Several technical questions were asked in relation to the borrowing on the general fund, the high rise in borrowing over the last two years and the affordability of it. The Head of Finance confirmed that the majority of borrowing was in relation to the new leisure centre project and explained the calculations involved in assessing the viability of capital projects. He assured Members that in comparison to other local authorities, levels of borrowing were not significant and as the Section 151 Officer, he was satisfied that it was prudent, sustainable, and affordable when taking everything into account.

In response to a question about the inflation forecast, the Head of Finance explained that any further increases would not affect current borrowing as the majority had been secured at a fixed rate, however it could affect any future borrowing required. A Member made the point that concerns were not only in relation to the council's borrowing but how an increase in rates could affect the people in the district too.

In response to a question about properties held for investment purposes, it was confirmed that Ashby Town Hall was indeed owned by the District Council as an investment property and the Finance Team Manager believed it fell under the industrial unit category but would confirm outside of the meeting.

The Chair thanked Members for their contributions and confirmed that comments made would be presented to cabinet when it considered the report.

#### **44. RECOMMENDATIONS OF THE SCRUTINY CROSS PARTY WORKING GROUP - SCRUTINY WORK PROGRAMMING**

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

Members felt that the proposals were a good step forward for the scrutiny function and would assist in producing a thorough work programme.

Following a question on the differences between the proposed work programming group and scrutiny commission, the Monitoring Officer confirmed that any Scrutiny Commission would be a fully constituted group appointed to by council if the scrutiny work programming group was successful over the forthcoming year.

It was moved by Councillor S Sheahan, seconded by Councillor D Bigby and

RESOLVED THAT:

- 1) The proposal of the Scrutiny Cross Party working Group, as set out in paragraph 2 of the report, be endorsed.
- 2) The authority be delegated to the Director of Housing and Customer Services, and the Director of Place, to establish the Scrutiny Work Programming Group, to include contact with the whips to agree its membership in accordance with paragraph 3.1 of the report.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 8.10 pm

**Corporate Scrutiny Committee – WORK PROGRAMME (as at 01/03/22)**

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
<b>8 June 2022</b>				
8 June 2022	2021/22 Quarter 4 Performance Report	Dan Bates, Head of Finance	-	30 minutes

**Requests for Items – None at present**

Date request Received	Requested by	Summary of request	Consideration by scrutiny Y/N	Reasons
-	-	-	-	-

## **Principles and Criteria used for Assessing Items Put Forward**

### **Identify** Issues for consideration by Scrutiny

- Consulting with members of Scrutiny Committees, senior officers, Cabinet members – horizon scanning on policy development
- Looking at the corporate priorities, Council Delivery Plan and Cabinet Forward plan – identify key issues/topics for investigation/inquiry
- Considering events and decisions in the Council's calendar which could require an input/consultation via scrutiny – eg budget setting, CDP development
- Considering requests from members – eg via another forum or scoping report submitted
- Evaluating the Council's performance – eg quarterly reports, end of year reports, reviewing success of a particular scheme or initiative
- Reviewing any follow up work required after previous scrutiny work

### **Prioritise** the potential list of scrutiny topics based on factors including

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- the resources required to deliver it (from members, offices and financially)
- the value and level of impact which could be achieved
- link to the council's priorities
- whether it is a regular recurring item which requires consideration before Cabinet/Council approval
- consideration of the guidance for selecting scrutiny topics

Topics <b>are</b> suitable for Scrutiny when	Topics <b>are not</b> suitable for Scrutiny when
Scrutiny could have an impact and add value	The issue is already being addressed elsewhere and change is imminent
The topic is of high local importance and reflects the concerns of local people	The topic would be better addressed elsewhere (and will be referred there)
The resources are available that would be required to conduct the review – staff and budget	Scrutiny involvement would have limited or no impact on outcomes
It avoids duplication of work elsewhere	The topic would be sub-judice or prejudicial to the councils interests
The issues is one that the committee can realistically influence	The topic is too broad to make a review realistic
The issue is related to an area where the council or one of its partners is not performing well	New legislation or guidance relating to the topic is expected in the next year

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# Notice of Executive Key Decisions

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

The date of publication of this notice is Friday, 25 February 2022. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on 29 March 2022 is 5pm Friday, 18 March 2022.**

## Key Decisions

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

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

## The Council's Executive

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

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

## Confidential Items and Private Meetings of the Executive

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

## Access to Agenda and Related Documents

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

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

## Executive Decisions

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
29 March 2022							
2021/22 Quarter 3 Performance Report	Cabinet	Key	Public	29 March 2022	<p>Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicester-shire.gov.uk</p> <p>Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk</p>	2021/22 Quarter 3 Performance Report	Corporate Scrutiny Committee - 9 March 2022



Decision	Decision Maker	Status of Decision	Public or Private  (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Empty Homes Policy	Cabinet	Key	Public Information relating to any individual. Information relating to the financial or business affairs of any particular person (including the authority holding that information)	29 March 2022	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk  Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Empty Properties	To be considered by Community Scrutiny - 9 Feb 2022
2022/23 Council Surplus Property List  16	Cabinet	Non-Key	Public	29 March 2022	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk  Head of Property and Regeneration Tel: 01530 454 354 paul.wheatley@nwleicestershire.gov.uk	Report 2022/23 Council Surplus Property List	Checking with legal whether Scrutiny is required as publication of list does not bind us to proceed with a sale.
North West Leicestershire Economic Growth Plan 2022	Cabinet	Key	Public	29 March 2022	Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk  Head of Property and Regeneration Tel: 01530 454 354 paul.wheatley@nwleicestershire.gov.uk	North West Leicestershire Economic Growth Plan 2022	To be considered by Community Scrutiny Committee 9 February 2022.

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Appropriation of area of land at Howe Road currently used as open space to Housing	Cabinet	Key	Public	29 March 2022	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk  Property Services Team Manager  karl.stevens@nwleicestershire.gov.uk	Report outlining historic perspective, the proposal and objections received under the Local Government Act 1972 Appropriation of area of land at Howe Road currently used as open space to Housing	Due to the timelines of the decision being made, it is going direct to Cabinet
<b>April 2022</b>							
There are no items to be considered.							
<b>June 2022</b>							
Treasury Management Stewardship Report 2021/22	Cabinet	Key	Public	7 June 2022	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Head of Finance Tel: 01530 454 707 dan.bates@nwleicestershire.gov.uk	Treasury Management Stewardship Report 2021/22	Audit and Governance Committee - 20 April 2022

Decision	Decision Maker	Status of Decision	Public or Private  (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Public	7 June 2022	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk</p> <p>Head of Finance Tel: 01530 454 707 dan.bates@nwleicester.gov.uk</p>	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Not to be considered by a Scrutiny Committee. Under the constitution Cabinet are required to approve write-offs over £10,000.
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	7 June 2022	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk</p> <p>Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk</p>	Minutes of the Coalville Special Expenses Working Party	Coalville Special Expenses Working Party - 27 April 2022
Empty Homes Compulsory Purchase Orders	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	7 June 2022	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk</p> <p>Environmental Protection Team Manager Tel: 01530 454564 clare.proudfoot@nwleicester.gov.uk</p>	Empty Homes Compulsory Purchase Orders	Not being considered by Scrutiny as decision being sought under approved Empty Homes Policy

## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE - WEDNESDAY 9  
MARCH 2022

<b>Title of Report</b>	<b>2021/ 22 QUARTER 3 PERFORMANCE REPORT</b>	
<b>Presented by</b>	Mike Murphy Head of Human Resources and Organisation Development	
<b>Background Papers</b>	Various documents collated from departments held electronically by the Performance team.	<b>Public Report:</b> Yes
<b>Financial Implications</b>		
	<b>Signed off by the Section 151 Officer:</b> The S151 officer review was unable to be completed prior to the publication. The review will be completed prior to the meeting and any comments will be provided to the committee at that time.	
<b>Legal Implications</b>	There are no direct legal implications arising out of this report.	
	<b>Signed off by the Deputy Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	-	
	<b>Signed off by the Head of Paid Service:</b> Yes	
<b>Purpose of Report</b>	The report provides members of Corporate Scrutiny with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for Quarter 3 (October to December 2021)	
<b>Recommendations</b>	<b>THAT THE CORPORATE SCRUTINY COMMITTEE NOTES THE QUARTER 3 PERFORMANCE REPORT AND PROVIDES COMMENTS FOR CONSIDERATION BY CABINET AT ITS MEETING ON 29 MARCH 2022.</b>	

## 1. INTRODUCTION

- 1.1 This report provides an update of the Councils key objectives and performance indicators for the period October to December 2021. Performance is managed at a strategic, service, operational and individual level. This report provides information measured against the Council Delivery Plan agreed in September 2021. Previous quarterly performance reports have included information about Health and Safety, Employee sickness absence and

customer performance data. We are intending to provide more graphical information about performance in these areas in the end of year quarter 4 report.

- 1.2 The quarterly performance reports seek to recognise good performance, share best practice across the organisation and to identify 'performance gaps' highlighting if and where action is required to meet targets. Once these gaps are identified, 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 3.**

- 2.1 This report sets out the performance and progress against the Council Delivery Plan actions and key performance indicators.

- 2.2 A report on the progress made against the Council Delivery Plan actions and indicators is included in Appendix 1. In summary of the 35 actions in the Council Delivery Plan 6 had been achieved, and 29 are in progress at this stage. (or are on hold due to Covid-19 or reported as an annual target).  
Looking at the 44 performance indicators, 19 had been achieved or were within tolerance, 8 had not been achieved and 17 are reported annually.

- 2.3 The following notable achievements in the third quarter of 2021/22 were: -

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

- The construction contract for the Marlborough Square redevelopment has now been tendered and it is expected that the contract will be let at the end of February 2022.
- Following the successful launch of the Newmarket in September 2021 the team continues to support traders and several events have taken place to help increase footfall and to further promote the new facility. Many positive comments from customers have been lodged on social media channels.
- Officers are continuing to develop a shortlist of affordable options for the future use of the Hermitage Leisure Centre building and the recreation ground. The options will be refined during the final quarter of 2021/22 and then consideration will be given to communicating options more widely to members and wider stakeholders.

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

- Covid measures remained in place during the quarter and consequently most of the customer contact was managed by the call centre.
- A Customer Experience Strategy was drafted and approved by the Corporate Leadership team, and this will be subject to a consultation process in early 2022.
- Construction work continued on the new Whitwick and Coalville Leisure Centre and completion was expected to be completed in early February 2022. During the construction phase there have been significant benefits to the local economy.
- The council's leisure partner, Everyone Active, continued to try and increase participation levels at both Hermitage Leisure Centre and Ashby Leisure Centre and Lido following the easing of COVID-19 restrictions and the subsequent reopening of the leisure centres. Fitness memberships returned to pre-pandemic levels, and the number of pupils in swimming lesson exceeded the pre-pandemic levels. There was a significant reduction against target during

December 2021 attributable to the impact of the Omicron COVID-19 variant and further restrictions being introduced. Despite this reduction, it is still anticipated that, due to the opening of the new Whitwick and Coalville Leisure Centre, pre-pandemic usage levels across both sites will still be achieved by May 2022.

- Working with partner agencies, four areas have been identified as priorities in North West Leicestershire. Overweight and obesity levels, Mental health, End of life care and Covid recovery. An action plan is being developed to address these areas, but it should be noted that with a renewed focus on the COVID-19 vaccination and booster programme during the quarter and early 2022, there may be a delay in meeting the April 2022 deadline.

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

- Our target to deliver at least 10 additional NWL Council Homes in Osgathorpe, Newbold Coleorton and Ravenstone have been affected by development delays due to Covid factors, and consequently only Osgathorpe is expected to complete this financial year. The forecast outturn for this year is therefore now 4 new homes.
- 253 affordable homes have been delivered in the district so far this year following work with housing associations and partners, and subject to some supply issues being reported by developers, it is hoped that a further 50 will be delivered in quarter 4.
- Our programme of improvement works to Council tenants' homes has been impacted by the COVID pandemic, but we still plan to complete £3.2m of improvement works in the current financial year. We are rescheduling the plans and work where possible to seek to get back on target.
- There have also been delays to our plans to improve Council Homes estates, but the majority of the projects are anticipated to be completed by the end of the financial year.
- Planning permission has been secured for the redevelopment of the Appleby Magna Caravan Park and work will commence on site in March 2022.

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

- An updated Economic growth plan has been developed and will be reported to members through the scrutiny committee stage in March 2022.
- A digital high street loyalty card has been launched across the main towns and shopping locations.
- As part of our plans to develop the districts visitor economy offer, a plan will be presented to the scrutiny committee and subsequently to Cabinet and will aim to deliver increased dwell times, spend and investment in local attractions.
- We have worked with the leisure centre construction contractor to increase local employment opportunities and an estimated £4.5m has been spent locally either through staff accommodation and expenses or through local materials and suppliers (out of an initial target of £2.2m). 12 new jobs have been created for local people since the works started on site (out of an initial target of 6) and 4 work experience placements have been created (out of an initial target of 4).
- We have continued to contribute with partners to the work of the East Midlands Development Corporation Interim Vehicle in implementing Year One deliverables included in the Business Plan. This includes developing a strategic masterplan/infrastructure plan and delivery strategy for the East Midlands Airport Area.
- We are significantly involved in the establishment of the East Midlands Freeport with private sector businesses, other local authorities, and government.

## 2.8 Developing a clean and green district

- We have been working with the National Forest to develop initiatives including the Heart of the Forest masterplan and a sustainable tourism accommodation design guide and accelerator programme.
- We have continued our programme of the installation of electric vehicle charging points with points now in place at 5 locations across the district. We are undertaking electric vehicle trials in our own vehicle fleet and charging points will be installed at appropriate council sites to support these trials and future demands.
- A zero-litter campaign document was considered by the Community Scrutiny committee during the quarter, and an action plan to support the proposals will be the focus of future activity.
- We completed work to 56 Council properties to deliver energy efficiency improvement works. These works were supported by the Green home's grants funding. We plan to undertake works to a further 30 homes during the final quarter of 2021/22.
- Several carbon reduction improvement measures in our Leisure Centres estate were implemented in the quarter by our contractor partners Everyone Active, and these are detailed in the report.

## 3.0 Summary of Performance Indicators and Actions

Performance Indicator 2021/22	Actual	Target	RAG
Number of targets achieved	15	44	★
Number of targets within 5% variance of target (10% financial)	4	0	●
Number of targets Not achieved	8	0	▲
Number of targets where target is annual, and the data is not yet available	17	0	

Actions 2021/22		Actual		Target		RAG
Number of Actions achieved		6		35		★
Number of Actions in progress		29		35		●

Policies and other considerations, as appropriate	
Council Priorities:	This report documents the progress against all the priorities in the Council delivery plan as agreed by Council in September 2021.
Policy Considerations:	The actions cut across several 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	<p>Bev Smith Chief Executive  <a href="mailto:bev.smith@nwleicestershire.gov.uk">bev.smith@nwleicestershire.gov.uk</a></p> <p>Mike Murphy Head of Human Resources and Organisation Development  <a href="mailto:mike.murphy@nwleicestershire.gov.uk">mike.murphy@nwleicestershire.gov.uk</a></p>

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

### Our aims

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

– Coalville is a good place to do business

Key tasks 2021/22	Quarter 3 Performance
Complete Coalville's Regeneration Framework and commence delivery.  In progress	The form and content of the Regeneration framework has been agreed with members through the Coalville Oversight Board. Visuals are now being prepared by consultants with the intention of having the document completed by 31 <sup>st</sup> March 2022. In parallel delivery of several projects has commenced.
Begin construction of Marlborough Square new public space.  In progress	The construction contract has now been tendered and it is expected that the contract will be let at the end of February 2022.
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.  Achieved	Following the successful launch in September 2021 the team continues to support traders in their new ventures. Several events have taken place to help increase footfall to Newmarket including a Spooktastic Halloween event and various Christmas activities. Local families really enjoyed the children's craft activities put on by Elsa, Anya and Spiderman. Officers have received a lot of positive feedback on social media sites.  Traders receive a monthly newsletter as well as an invite to the Newmarket Traders meeting. Officers also provided details of recent free digital training they could attend and any grants that they may be eligible to apply for.
Seek a cinema operator for Coalville.  In progress	Market conditions at the current time indicate that a cinema for Coalville is only likely to be secured with direct council involvement. Discussions with a developer are underway and officers expect to receive a formal proposal shortly.
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.  In progress	Officers are continuing to develop a shortlist of affordable options for the future use of the Hermitage Leisure Centre building and the recreation ground, ensuring they're aligned to community and other stakeholder consultation feedback but importantly affordability. To support this work, a condition survey of the leisure centre has been undertaken to understand the financial and operational implications of re-purposing part or all of the building. The options will be refined in Q4 and then consideration will be

	given to communicating options more widely to Community Scrutiny, Whitwick Parish Council, and members of the community.
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### 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

Coalville is a good place to do business

Performance Indicator	Actual	Target 21/22	Performance	Commentary
Increase footfall in Coalville town centre per annum		3%		Evidence is presented annually at Q4. Data is currently being collected.
Percentage of major residential development schemes scoring / performing positively against Building for a Healthy Life and the Council's Good Design Supplementary Planning Document	100%	90%	★	All major housing schemes determined in this quarter have scored positively against the building for life criteria.
High Street Retail Vacancy Rate in Coalville is below national average		< 13.7% * *Note: targets for 2021/22 /23 may vary as National Average varies		The annual vacancy survey is currently ongoing and will report in Q4
Increase the number of Coalville events attendees by 500 per year from baseline of 5000 in 2020/21	3000	5500	▲	One event was delivered in Q3: <ul style="list-style-type: none"> <li>Christmas in Coalville, Coalville Town Centre – despite the curtailment of</li> </ul>

				<p>the event, footfall in the town centre was increased and attendance at the Christmas markets in Newmarket and Belvoir Shopping Centre was very good.</p> <ul style="list-style-type: none"> <li>The entertainment and Christmas competitions running throughout December have proved popular and there has been significant engagement through the online voting process.</li> </ul>
Trade Occupancy rates in Coalville's Newmarket.	57%	88%	<p>▲</p> <p>We have not met the occupancy target for this quarter however occupancy rates have continued to rise on a Thursday, Friday and Saturday with most Saturdays around 75% occupancy during December. Occupancy rates from</p>	<p>These have been successful in retaining most of our traders going into the New year. Officers have received several food trader applications which are being reviewed for Q4 potential.</p> <p>Officers are further supporting the food traders by giving them the opportunity to open in the evening for takeaway, Misto's Kitchen will open Thur-Sat until 9.30pm for takeaway and delivery.</p>

			<p>23.11.21 to 18.12.21 show the following increases compared to the previous 4 weeks, Thursday 7%, Friday 9% and Saturday 20%.</p> <p>Officers have continued the promotion of free casual stalls on Tuesday and 50% discount on a Thursday if traders attend both days to help increase occupancy.</p> <p>Officers arranged a lot of activities during December to help increase footfall into Newmarket which included a live band, children's choir from Belvoirdale School, Santas Grotto and various children's activities.</p>	<p>Officers are also launching Foodie Friday where the focus will be on food.</p> <p>Visits will now be recorded through the digital footfall counters trialled during this reporting period for launch in early Q4.</p>
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## 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 2021/22	Quarter 3 Performance
<p>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>In progress</p>	<p>Covid measures remain in place with the majority of customer contact to the call centre.</p> <p>Customer Experience Strategy drafted and approved by CLT. Consultation process to complete early 2022 which will change the customer journey and deliver a digital transformation for the customer.</p>
<p>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</p> <p>In progress</p>	<p>Work continues on the new Whitwick and Coalville Leisure Centre which is now due to be completed in early 2022(Q4). During construction there have been significant benefits to the local economy realised. The council's leisure partner, Everyone Active, continues to try and increase participation levels at both Hermitage Leisure Centre and Ashby Leisure Centre and Lido following the reopening of the leisure centres. Fitness memberships have returned to pre-pandemic levels, and the number of swimming lesson pupils now exceeds the pre-pandemic levels. In addition, new sessions introduced to the programme include Parkour, Junior Football, Junior Futsal, and Winter Tots Tennis Camps.</p> <p>Upon reopening the centres, usage levels across both sites have generally been higher than anticipated and there was confidence that they would return to pre-Covid levels by the end of March 2022. However, there has been a significant reduction against target in December aligned to the Omicron variant entering the UK and further restrictions being introduced. Despite this reduction, it is still anticipated that, due to the opening of the new Whitwick and Coalville Leisure Centre, pre-pandemic usage levels across both sites will still be achieved by May 2022.</p>
<p>Encourage and support town and Parish Councils to write and prepare their own Neighbourhood plans.</p> <p>In progress</p>	<p>Advice is currently being provided to 5 Neighbourhood Plan groups, including one plan (Blackfordby) at Examination.</p>

<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>In progress</p>	<p>Consultation scheduled to commence January 2022</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>In progress</p>	<p>Four areas have been identified by the Integrated Neighbourhood Team (INT) as priorities in North West Leicestershire. These are.</p> <ul style="list-style-type: none"> <li>• Overweight and obesity levels</li> <li>• Mental health</li> <li>• End of life care</li> <li>• Covid recovery</li> </ul> <p>An action plan is being developed to help address these priority areas. Whilst it was anticipated this would become effective from April 2022, it needs to be noted that the focus for the NWL Clinical Commissioning Group has recently returned to Covid and the vaccination/booster programme. Therefore, many staff have been redeployed to support this effort which may impact on the group's ability to meet the April 2022 deadline.</p> <p>In preparation for the action plan, the following work has been undertaken.</p> <p><u>Overweight and obesity levels</u> A Health Needs Analysis (HNA) for NWL has been completed which has identified several gaps in service provision and recommendations. An implementation group of partners has been created which will meet January 2022. Their role will be to review the HNA and recommendations and to create a delivery/action plan, and then deliver the actions.</p> <p><u>Mental health</u> The INT has commenced work with Leicestershire Partnership Trust (LPT) to</p> <ul style="list-style-type: none"> <li>• Establish/build upon a mental health network</li> <li>• Agree a mental health accelerator area within the INT locality</li> <li>• Develop a multi-disciplinary team approach to mental health.</li> </ul> <p>The target is to develop a workforce plan by March 2022.</p> <p><u>End of life care</u> NWL INT is piloting a piece of work identifying patients who have a high mortality risk. Those that don't have a care plan have been passed on to Adult Social Care who are processing care plans for them.</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	Performance	Commentary
Number of online accounts Not Achieved	39091	40,000		Number of online accounts is on target, at the end of Q3 39,091 have been registered.
Number of online forms submitted by customers (transactions) Achieved	4404	4,000		During the quarter the monthly average form submission was 4404.
Percentage of customer satisfaction (Customer Services) Not Achieved	87.3%	95%		Combined Customer satisfaction score across speed of call answering agent and resolution.  Individual breakdown:  Satisfaction with Customer Service Officer @ 92%  Satisfaction with Resolution @ 87% and speed of answer at 82% across the quarter.
The percentage of adults in North West Leicestershire who are overweight or obese.		71.3%		This is an annual indicator so no performance figures will be available in March 2022
Levels of participation at Hermitage / Whitwick and Coalville Leisure Centres.	203,478	323,893		Despite the best efforts of our leisure partner, Everyone Active, in driving up usage levels at Hermitage Leisure Centre, targets are still not being achieved. New activities introduced at Hermitage in Q3 include Enrych disability sessions, junior volleyball, junior futsal, baby sensory

				<p>sessions, and Stephenson's College PE sessions.</p> <p>The targets were based on the centres being open on 1 April. As they didn't reopen until 12 April, almost 2 weeks of usage was lost. In addition to this, the lack of investment at HLC as compared to ACLC means a number of customers have migrated to ACLC creating higher usage than forecast there. Whilst it is unlikely usage figures at HLC will reach the levels they were at prior to the pandemic, it is anticipated that usage levels across both sites will have returned to pre-Covid levels by the end of the financial year.</p>
Levels of participation at Hood Park / Ashby Leisure Centre	284,483	371,526	▲	<p>Participation rates at Ashby Leisure Centre and Lido have exceeded the target for Q3 despite forecasts being based on the centres reopening on 1 April and they didn't reopen until 12 April. This is due to the range of interventions implemented by the council's leisure partner, Everyone Active, and the investment into the facility both prior to and during the pandemic. Consequently, it is anticipated that usage will have returned to pre-Covid levels across both leisure centre sites by the end of the financial year.</p>

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)		Annual return
Number of new Neighbourhood Plans made		2		Annual return
Number of new locations for mobile CCTV cameras in partnership with local stakeholders including parish and town councils to help make our communities safer.	5	5	★	<p>4 new locations for mobile CCTV cameras have been identified in Castle Donington, through the safer street initiative. The locations chosen will address blackspots (areas) not covered by the planned fixed cameras due for installation in March.</p> <p>1 mobile CCTV camera has been installed on Garenden Road, Greenhill in response to a serious incident taking place.</p> <p>Work continues with Ravenstone, Ibstock and Measham Parish Councils on possible new locations.</p>

## 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 2021/22	Quarter 3 Performance
New Council Housing Supply – ensure we deliver at least 10 additional NWL Council Homes In progress	<p>One property in Kegworth is due to be re-acquired through the Right To Buy scheme buyback provisions in Q4.</p> <p>There are three sites nearing completion where the Council have agreed with the developers to acquiring properties built under the terms of Section 106 Planning agreements. These are in Osgathorpe, Newbold Coleorton and Ravenstone. All three have suffered from development delays due to Covid factors, with only Osgathorpe expected to complete this financial year. The forecast outturn for this year is therefore now 4 new homes.</p> <p>Council new build schemes in Moira, Measham, and Whitwick (2 sites) are being progressed, with the procurement of a developer currently underway. Further work is required to complete Planning Permission processes.</p> <p>Our New Build Project Officer leaves us in March 2022, and the current part time post is being recruited to full time to provide additional capacity to increase the speed with which we bring forward sites for development.</p>
New Council Housing Supply - Complete feasibility assessment of potential new Council Housing build across the District, and progress to Planning Application stage if viable.  In progress	<p>There is currently a pipeline of sites currently being progressed.</p> <p>Planning has been secured for one, a planning application is awaiting determination for a second and work to bring a number of others to planning are underway.</p> <p>One new site for redevelopment has been acquired this year</p>
New Housing Supply - Work with housing associations & partners to deliver over 100 new affordable homes per year to help meet local housing needs.  Achieved /	<p>253 affordable homes have been delivered within the district this year already more than achieving the annual target.</p> <p>Of these 91 were delivered within quarter 3.</p> <p>We are forecasting a further 50 in quarter four although some schemes expected to complete may be delayed as developers are reporting supply issues with materials</p>
Maintaining & Improving Council Tenants Homes - Complete a programme of investment of up to £4.5m of improvement works to maintain our tenant's homes at the Decent Homes standard.	<p>The revised budget for Home Improvement works to tenants' homes for 2021/22 is now £5.3m. Due to the covid restrictions throughout the year, together with the delay finalising our plans, the In-house Repairs Team (IRT) have</p>

In progress	delivered £1.7m by the end of Q3 and aim to deliver a total of £3.2m of improvement work this financial year. Subject to approval, a proposal to deliver the estimated £2.1m carry forward, through a specific support contract will be considered by Cabinet in March 2022.
Commence a programme of additional improvement works, worth up to £2.4m to complete improvement works deferred from 2020/21 because of the Covid-19 pandemic.  In progress	When the 2021/22 budget was established, an estimated £2.4m of improvement work was forecast to be carried forward from the previous year. Due to further Covid restrictions not all this work could be incorporated into the 2021/22 programme, which was reassessed as being £5.3m. A revised forecast for work to be carried forward from 2021/22 to 2022/23 has been included in the draft Housing Capital Programme budget at £2.1m. This work will be delivered by an external contractor who will be appointed to work alongside the IRT, who will deliver the main 2022/23 Home Improvement Programme.
Maintaining Our Council Homes Estates - Invest up to £1.06m in estate improvements to improve the quality of life for residents of Council estates, including our tenants.  In progress	Work is underway to deliver this programme, and although many projects have been delayed by Covid a majority is anticipated to be completed by the end of Q4, with a more detailed analysis of progress as part of Q4 reporting.
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.  In progress	Planning permission secured and the design phase nearing completion. Variation to original approval currently being progressed with Planning and Western Power  A contractor (Alliance) has now been appointed and work is due to commence on site on the revised start date agreed with residents of 7 March 2022 with completion forecast by Q2 of 2022/23.

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

Performance Indicator 2020-21	Actual	Target 21/22	Performance	Commentary
Percentage of major residential development schemes scoring / performing positively	100%	90%	★	All major housing schemes determined in this quarter have scored positively against the building for life criteria.
Percentage of major planning applications determined within 13 weeks	85%	75%	★	85% of the major applications determined during this quarter were within the 13-week period which is above the specified target.
Percentage of minor planning applications determined within 8 weeks	70.83%	80%	▲	70.83% of all minor planning applications were determined in the 8-week period which is below the target. Whilst the figures are below target for the current quarter, cumulatively for Q1, Q2 and Q3 the average is exceeding the target at 82.7%. The volume of applications received by the team over the last quarter had significantly increased, impeding the team's ability to issue decisions within the timeframe in this quarter.
Percentage of other planning applications determined within 8 weeks	83.44%	85%	●	83.44% of all other planning applications were determined in the 8-week period which is below the target. Whilst the figures are below for the current quarter, cumulatively for Q1, Q2 and Q3 the average is exceeding the target at 87.2%. The volume of applications received by the team over the last quarter had significantly increased,

				impeding the team's ability to issue decisions within the timeframe in this quarter.
Percentage of all repairs completed within target	96.85%	97%	★	Despite the covid safe restrictions periodically in force during the year which impacts performance and the changeover from Housing Systems at the end of November, which has caused some issues allocating work to trades operatives, the team worked hard to achieve an outturn that was extremely close to target. The performance for Q3 means that the cumulative total for the year to date is 97.5% which exceeds target. The focussed work required during Q3 to work around issues with the new system will be needed until issues are resolved to ensure performance hits target.
Average length of time taken to re-let a Council property when it becomes vacant	32 days	25 days	▲	Performance has not achieved the target as we have applied flexibility to tenancy start dates for tenants to move home due to Covid-19, particularly those who were testing positive or required to isolate. Also, due to some complications with reports in the new Housing ICT system, the information reported for Q3 does not include December. The standalone performance for Quarter 3, excluding December was 29 days which was a reduction of 10 days compared with the preceding quarter.

				The cumulative performance is 32 days with 188 properties being let during the year April to November.
Number of New Council Homes delivered within year. Built, Purchased, or through S106 Bid  TOTAL		10		An Update will provided at the end of year,
Number of New affordable homes delivered by Housing Associations & Partners within the year.	253 years to date 91 in quarter 3	100	★	This new indicator shows 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  Total Components  Total Spend		£6.9m		Due to complexity of delivering this year's programme of home improvement works to tenants' homes in a Covid affected environment, the detailed breakdown of the programme is not available. This will be corrected for 2022/23 with a detailed programme and performance against it supplied as part of Q1 monitoring in 2022/23.
Number, type & value of adaptations to homes for our most vulnerable tenants	£141k major adaptations  £25k minor adaptations  (Both cumulative to end of Q3)	£300k		36 Major Adaptations have been completed at a value of £141 K, with a further 37 at various stages of the delivery process, with a combined value of £143k.  82 Minor Adaptations have been completed with a value of £25k, with a further 67 applications currently being processed with a value of £11k.

## 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 2021/22	Quarter 3 Performance
Update the North West Leicestershire Economic Growth Plan and commence delivery.  In progress	The updated growth plan is to be presented to Scrutiny Committee in February and Cabinet in March 2022 for approval.
Enable business growth and inward investment in North West Leicestershire that contributes to the objectives of NWL Economic Growth Plan.  In progress	For the months of October, November and December Economic Development provided direct support to 59 new unique business enquiries as well as ongoing investor support to Mars, Caterpillar, DSV, Arvato and Amazon.
Preserve the vibrancy of our High Streets by supporting Shop Local initiatives designed to reduce vacancy rates.  / In progress	We have recently launched the Hex retail loyalty card across NWL's towns and major shopping locations.  Businesses are now being on-boarded to the new Digital High Street which will allow high street business to showcase their products for sale through a shared online 'click and collect' service. The Digital High Streets are expected to launch to the public in Q4.
Develop our "visitor economy" offer to encourage dwell time, local spend and investment in new and improved attractions.  In progress	A new Visitor Economy Plan was presented to Scrutiny in January and will be put before Cabinet in February 2022 for adoption. Subject to approval implementation will begin in the 2022/23 Financial year and is expected to deliver increased dwell time, spend and investment in attractions.
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.  Achieved	Works to ensure maximum social value is achieved as a result of the delivery of the leisure centre are ongoing with all key parties engaging well in the process.  The project is due to finish on site in Q4 2022 which is some months ahead of original expectations of July 2022 and we're now starting to understand the total levels of Social Value that have been achieved as a result of the Council's investment for the project as a whole.  Whilst the final figures won't be known until the works are fully completed, we know that so far over 40 local companies have been engaged as part of the construction of the new leisure


	<p>centre.</p> <p>To date, £4.5m has been spent locally either through staff accommodation and expenses or through local materials and suppliers (out of an initial target of £2.2m).</p> <p>12 new jobs have been created for local people since the works started on site (out of an initial target of 6) and 4 work experience placements have been created (out of an initial target of 4).</p> <p>The team has also engaged with over 200 school pupils and college students through the journey of the project and upwards of 150 youngsters have visited the site and had a tour of the development.</p>
<p>Contribute to the work of the East Midlands Development Corporation Interim Vehicle in implementing Year One deliverables included in the Business Plan. This includes developing a strategic masterplan/infrastructure plan and delivery strategy for the East Midlands Airport Area.</p> <p>In progress</p>	<p>Contribute to the work of the East Midlands Development Corporation Interim Vehicle in implementing Year One deliverables included in the Business Plan. This includes developing a strategic masterplan/infrastructure plan and delivery strategy for the East Midlands Airport Area.</p> <p>The Government published The Integrated Rail Plan (IRP) on 18<sup>th</sup> November 2021 which set out revised proposals for HS2 including a new high-speed line between Birmingham and East Midlands Parkway. This has necessitated reflection on the impact of the Business Plan and further discussions with Government regarding delivery and clarity on funding for the "Delivery Vehicle" which was included in the IRP publication.</p> <p>NWL has contributed information on sites to a commission funded by Homes England with the EM Dev Co to consider the opportunities and area of scope for the East Midlands Area which will help define the red line for developing a strategic masterplan. This will commence in January 2022 and completed by the end of the financial year.</p>
<p>Contribute to the establishment of the East Midlands Freeport with private sector businesses, other local authorities, and government.</p> <p>In progress</p>	<p>The Council has continued to contribute to the establishment of the East Midlands Freeport through the Board Attendance (Cabinet Portfolio holder supported by officers) and development of the Freeport full business case which will be submitted mid-February 2022. Work has continued to ensure no detriment to NWL finances through any changes to business rates required as part of the setting up of the Freeport.</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	Performance	Commentary
Support Inward Investment to the District	5 Businesses currently with one to join in Q4	5 large Businesses per year 1000 new jobs per year £1,000,000 of investment per year	★	<p>In Q3 the following inward investment clients went live:</p> <p>DHL/Caterpillar at SEGRO (creating an initial 50 jobs on site rising to 150).</p> <p>Amazon at SEGRO</p> <p>DHL/Mars at SEGRO (creating an initial 50 jobs on site rising to 550).</p> <p>DSV at Mercia Park (safeguarding around 150 jobs)</p> <p>John Lewis at Mount park (Creating an initial 200 jobs on site).</p> <p>Investor support work began with Arvato at SEGRO which will go live in Summer 2022 and will create an estimated 250 new jobs.</p>
Businesses supported to recover from the impacts of Covid-19	£4,190,000 in Restart Grants to 573 business.	<p>£500,000 of Restart Grant shared between up to 50 businesses.</p> <p>£250,000 of Growth Grant shared between up to 10 businesses</p>	★	<p>Since its launch North West Leicestershire District Council has award £4,190,000 in Restart Grants to 573 business.</p> <p>A further £3,648,800 has been paid in Additional Restrictions Grant awards to 402 local businesses. This includes:</p> <p>£21,000 to 21 businesses taking on vacant high street property across the district and £850,000 Growth Grants to 22 business with</p>

				high growth businesses creating new jobs during the pandemic.
Increase the number of jobs in the tourism sector in the District		2%		Evidenced by external statistics information and comparisons.  *note - figure reduced by 59% from Dec 2019 due to Covid- 19.  2021 statistics are not available until June/July 2022
Increase annual Visitor spend		2%		Evidenced by external statistics information and comparisons.  *note – figure reduced by 62% from Dec 2019 due to Covid-19.  2021 statistics are not available until June/July 2022
Increase the number of overnight stays in NWL year on year		2%		Evidenced by external statistics information and comparisons.  *note – figure reduced by 63% from Dec 2019 due to Covid-19  2021 statistics are not available until June/July 2022
Work with schools / colleges and local businesses to improve employment skills / opportunities.	8 schools worked with across the district	Work with 5 schools per year across the district		Covid restrictions has limited the opportunity for collaborations with schools. However, in Q3, in collaboration with the Leicestershire Careers Hub virtual engagement sessions have been held with:  Ashby School  Castle Donington College

				<p>Forest Way School  Ibstock Community College  Ivanhoe College  Castle Rock  Stephenson College  and The Newbridge School x  1</p> <p>In addition, working with the LLEP and the East Midlands Enterprise Gateway we have created two new careers videos to summarise the EMEG Area to encourage young people and adults to come and work across the site. These videos will be shared with career advisors and schools.</p> <p><a href="#">A great place to work! The East Midlands Enterprise Gateway; information for adults - YouTube</a></p> <p><a href="#">Careers at the East Midlands Enterprise Gateway for Young People - YouTube</a></p> <p>Finally, working alongside IM Properties and Winvic, Merica Park hosted a virtual 'inspiring students into the world of construction' session. 15 students from 11 schools attended.</p>
Support Market Town Businesses to respond to transformational opportunities	<p>12 Digital Growth training sessions delivered</p> <p>37 businesses accessed Digital</p>	<p>Deliver 5 Digital Growth Training Sessions.</p> <p>Support 25 businesses to Access Digital</p>	★	<p>Two cohorts comprising of 37 businesses have been taken through a 6-session digital training course, focussing on using Websites, Social Media, and Search Engines effectively to help market their business and improve online sales.</p>

	Growth training £19,000 of Digital Growth grants provided	Growth Training. Provide £10,000 of Digital Growth Grants		19 of these businesses also accessed our Digital Growth Grant of up to £1,000 following the training, to be put towards a digital improvement identified through the training.
% of construction materials used in the construction of the new Whitwick and Coalville Leisure Centre that are sourced in the local area.	36%	25%	★	Local sourcing of materials and supplies ranging from aggregate, brickwork, roofing material etc. 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)	£690k this quarter but £4.5m so far	£2.2m	★	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

Key tasks 2021/22	Quarter 3 Performance
<p>Increase recycling rates by at least 1% per annum through our Recycle more campaign.</p> <p>In progress</p>	<p>Data not available as the recycling rate for the district for 2021/22 will be confirmed by Defra in December 2022.</p>
<p>Support towns and villages to develop an identity associated with the National Forest open spaces.</p> <p>In progress</p>	<p>We have continued to work with the National Forest to develop the following initiatives:</p> <ul style="list-style-type: none"> <li>Heart of The Forest masterplan. A first draft has been circulated to partners for comment by the National Forest. Wider consultation was commenced in Q2 and concluded in Q3. The final report is anticipated in Q4.</li> <li>Sustainable Tourism Accommodation design guide and Accelerator Programme was launched on 9 December. Work on this programme will continue in Q4 and throughout 2022/23.</li> </ul>
<p>Review our employee travel and allowances to help deliver the Zero Carbon Roadmap.</p> <p>In progress</p>	<p>Negotiations are continuing with the Trade Unions.</p>
<p>Explore the setting up of a Carbon offset fund as part of the Local Planning process.</p> <p>In progress</p>	<p>We are currently awaiting advice from consultants and investigating the approach taken by other authorities</p>
<p>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</p> <p>In progress</p>	<p>EV charging points are now in place in across 5 locations in the district (Ashby, Castle Donington, Thringstone, Whitwick, Coalville), with Margaret St, Coalville going live in October 2021. A Measham location is also being explored.</p> <p>Lindon Way installation is complete to support electric vehicles trials.</p> <p>Accommodation project team is aware of the requirement for EV charging at Whitwick Business Centre for fleet and discussions are underway.</p> <p>EV charging will also be installed at the new Leisure Centre in early 2022.</p> <p>Discussions are on-going with Housing teams to explore options on HRA land and contact has been made with Leics. County Council to register interest in their plans as they develop.</p>

<p>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.</p> <p>Achieved</p>	<p>Having completed this action in Q3, officers are now engaged with the delivery of the action plan and meet regularly to manage the project. Procurement has commenced for refuse vehicles with tenders being reviewed in late January. Hydrotreated Vegetable Oil (HVO) is to be procured by the end of January for our waste fleet and artwork for vehicles fuelled with HVO will be signed off in January.</p>
<p>Develop a property portfolio action plan and retrofit programme to make our assets fit for purpose and reduce our carbon footprint.</p> <p>In progress</p>	<p>Consultants have been appointed and are currently undertaking a review of our portfolio to establish current energy and carbon performance. The consultant has also identified a range of carbon and energy performance improvements that could be applied to each property. The next stage is to apply prioritisation and assess the quantum of benefit that can be achieved through the application of each of the identified improvements.</p>
<p>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.</p> <p>In progress</p>	<p>The 2-year zero litter campaign document was presented to Community Scrutiny on 24th November, and it received positive feedback. The final zero litter document was approved by Cabinet on 11 January 2022. The action plan will now be the focus of activity in Q4 and thereafter.</p>
<p>Deliver improvements to 56 of the least energy efficient Council tenant's 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.</p> <p>Achieved</p>	<p>Works have been successfully completed to all 56 tenants' homes, using Council resources and Green Homes Grant Phase 1B external funding. Final account submissions made to the sponsoring Government agency (BEIS) and signed off successfully. Further award of an additional £150k of Green Homes Grant Phase 1B Extension grant funding was agreed in Q3, to deliver energy efficiency improvement works to a further 30 tenants' homes, with works to be completed by April 2022.</p>
<p>Reduce carbon emissions at the new Whitwick and Coalville Leisure Centre and Ashby Leisure Centre by 20% by 2024.</p> <p>In progress</p>	<p>The council's leisure partner, Everyone Active, continues to reduce carbon emissions at Ashby Leisure Centre and Lido. Actions taken include.</p> <ul style="list-style-type: none"> <li>• The replacement of the Combined Heat and Power (CHP) unit with a Discount Energy Purchase (DEP) unit</li> <li>• The replacement of 2 lido pool pumps with lower energy units</li> <li>• The replacement of internal lighting with LED lamps</li> <li>• The reduction of pool temperatures by 0.5C</li> <li>• The installation of timers on car park and Astro-turf pitches</li> </ul> <p>In addition, the use of plastics has been</p>

	<p>reduced through the removal of plastic overshoes and the replacement of plastic cups with compostable cups in vending machines, and users of the centre are encouraged to use forms of active travel to access the centre through the installation of bike racks, the displaying of bus timetables, and encouraging car sharing.</p> <p>At the new Whitwick and Coalville Leisure Centre – The new leisure centre will achieve a BREEAM Excellent rating that demonstrates a sustainability-focussed approach to the building and operating of the facility. The building incorporates a photovoltaic (PV) array mounted on the roof; EV charging bays in the carpark; energy-efficient LED lighting throughout and smart building controls via a state-of-the-art building management system (BMS). At the conclusion of 12 months from opening a review of the heating, cooling and electrical installations will be undertaken to ensure the building is operating efficiently, with any recommendations for improvement being taken forward accordingly.</p>
<p>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).</p> <p>Achieved</p>	<p>Licensing policy requires all hackney carriage and private hire vehicles to be fitted with a euro 5 or 6 engine at the time of their licence renewal. A 15% discount on licence fees is offered to vehicles owners as an incentive. Monthly updates are provided to licence holders to encourage owners of vehicles with euro 4 engines to upgrade or replace.</p>

## 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	Performance	Commentary
Number of trees delivered to the local community to increase the number of trees in the district's National Forest area	17,782	13,000	★	17,782 trees were given away in November 2021 across North West Leicestershire.  12,595 trees (both individual and part of the hedging scheme) were collected by residents within the National Forest boundary, meeting the target agreed with the National Forest Company (NFC).
Percentage increase on yearly recycling rate by 1%		1%		Data is not available as the recycling rate for the district for 2021/22 will be confirmed by Defra in December 2022
Amount in kgs of household waste sent to landfill per house, per year	129.05kgs 96%	125kgs	●	The amount of non-recyclable waste sent to landfill, refuse derived fuel or energy from waste collected from each household during this quarter is 4.05.kg more than the target. However, this is expected as more non-recyclable waste is generated over the Christmas period as residents are provided with between 1 and 2 additional refuse collections in place of the garden waste collections which are suspended during this period.
% of the taxi vehicle fleet that are fitted with	96%	93%	★	193 of 201 licensed vehicles are fitted with a Euro 5 or 6 engine

a Euro 5 engine or higher				
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## Value for money performance indicators

Performance Indicator	Actual	Target 21/22	Performance	Commentary
Percentage of rent loss	1.24%	0.75%	▲	As at the end of Quarter 3 the amount of rent loss due to properties being empty was £161,826.08 which is an improvement of £9,922.83 compared with the same period last year (£117,748.91). This is higher than target which is due a continuation of some covid restrictions on the number of operatives able to work in a property at the same time and greater time being given to incoming tenants to move in or view properties, especially those who were isolating due to covid.
Percentage of Council Tax Collected (in year target)	82.4%	96.7%		Latest figures available pertain to a cumulative figure as at December 2021- This is a cumulative Annual Measure
Percentage of National Non-Domestic Rates (in year target)	74.8%	99.20%		Latest figures available pertain to a cumulative figure as at December 2021- This is a cumulative Annual Measure
Number of days taken to process new claims	16.7 days	18.7 days		Latest figures available pertain to a cumulative figure as at December 2021- This is a cumulative Annual Measure
Percentage of rent collected from commercial tenants		98%		This is an Annual Measure

Percentage of commercial units occupied per annum		90%		This is an average figure presented annually in Q4
Amount of annual income achieved by the In-house Repairs Team	£1,250,000	£1,300,000		The financial extract could not be provided to Finance for this quarter due to issues with the new housing ICT system that went live during the last week of November 2021. However, the unverified estimated value of income is £1,250,000.

# Finance

General Fund	Annual Budgeted Position	Q3 Annual Forecast Position	Forecast Variance	Movement from Q2
Budgeted Surplus/(Deficit)	£1,102,000	£142,000	(£960,000)	£0

The general fund forecast outturn had a number of favourable movements since the quarter two report, the most significant of which are:

- £212,000 fall in Property Service costs, which is largely due to reduced forecast spending on repairing the Council Offices in light of the accommodation project.
- £209,000 fall in Revenue and Benefits costs, which is the result of additional summons income (£54,000), lower contribution to the Partnership costs (£43,000) and lower spend on hardship payments (£108,000).
- £150,000 increase in the forecast planning fee income for the year.

There was also an adverse variance of £120,000, reflecting the estimated cost for building control work that is underway and predates the establishment of the shared service arrangement with Charnwood Borough Council.

The overall movement from the quarter 2 position is a favourable movement of £439,000. The J2SS savings target for 2021-22 have been reduced by this amount as a result, leaving £131,000 of savings to be found in the final quarter of the year.

Housing Revenue Account	Annual Budgeted Position	Q3 Annual Forecast Position	Forecast Variance	Movement from Q2
Budgeted Surplus/(Deficit)	£35,000	(£3,000)	(£38,000)	£81,000

The HRA forecast deficit of £3,000 is an £81,000 improvement on last quarter, which is the result of lower forecast spend following. This small fall is the result of the savings within departmental administration.

Special Expenses	Annual Budgeted Position	Q3 Annual Forecast Position	Forecast Variance	Movement from Q2
Budgeted Contribution to/(from) Reserves	(£113,000)	(£60,000)	£53,000	£29,000

The forecast contribution from special expenses reserves has reduced by £29,000 since quarter 2 as a result of reduced ongoing tree maintenance costs and increased burial fee income.

General Fund Capital Programme	Annual Budgeted Position	Q3 Annual Forecast Position	Forecast Variance	Movement from Q2
Budgeted Expenditure	£22.3 million	£16.8 million	(£5.5 million)	(£0.1 million)

Total spend on the general fund capital programme to quarter three was £11.6 million, which was mainly due to spend on the new leisure centre, at £11.0 million.

The forecast annual position has reduced by £0.1 million to £16.8 million, which is largely due to savings on Breedon on the Hill Gate (£27,000) and removing the inclusive toilet for Coalville Cemetery (£25,000) and demolition of the old market hall in Coalville (£75,000) from the programme.

Housing Revenue Account Capital Programme	Annual Budgeted Position	Q3 Annual Forecast Position	Forecast Variance	Movement from Q2
Budgeted Expenditure	£14.4 million	£6.6 million	(£7.8 million)	(£5.0 million)
<p>Total spend on the HRA Capital Programme to quarter three was £3.4 million, an increase of £1.0 million since the last quarter.</p> <p>The forecast position for the end of the year has fallen to £6.6 million. This is largely due to £3.1 million of the Home Improvement and £4.4 million of the New Supply Programmes being carried over into the next financial year.</p>				

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## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – WEDNESDAY 9  
MARCH 2022

<b>Title of Report</b>	<b>HOUSING ASSET MANAGEMENT PLAN 2022 TO 2024</b>	
<b>Presented by</b>	Chris Lambert, Head of Housing  Jasbir Singh, Housing Assets Team Manager	
<b>Background Papers</b>	Housing Asset Management Strategy 2015-2020 approved by Cabinet on 20 October 2015 - <a href="http://prod-modgov:9070/ieListDocuments.aspx?Cld=126&amp;MID=1496&amp;\$LO\$=1#AI2078">http://prod-modgov:9070/ieListDocuments.aspx?Cld=126&amp;MID=1496&amp;\$LO\$=1#AI2078</a>	<b>Public Report:</b> Yes
<b>Financial Implications</b>	Delivery of the Asset Management Plan will require significant investment of both capital and revenue resources, which are allocated in the annual budget setting process, which also projects over a five-year period.	
	<b>Signed off by the Section 151 Officer:</b> The S151 officer review was unable to be completed prior to the publication. The review will be completed prior to the meeting and any comments will be provided to the committee at that time.	
<b>Legal Implications</b>	None apparent from this report.	
	<b>Signed off by the Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	The Plan can be delivered using existing staff resources and the funding available in the HRA Capital and Revenue budgets for 2022/23.	
	<b>Signed off by the Head of Paid Service:</b> Yes	
<b>Reason Agenda Item Submitted to Scrutiny Committee</b>	The Housing Asset Management Plan will provide an interim framework for setting the investment priorities for the Councils housing stock until 2024. This document will be succeeded by the 5-year Asset Management Strategy from 2024/25 to 2029/30 for reasons explained in the report.	
<b>Recommendations</b>	<b>THAT CORPORATE SCRUTINY COMMITTEE REVIEW THE ATTACHED DRAFT HOUSING ASSET MANAGEMENT PLAN 2022 – 2024 AND MAKE ANY COMMENTS THEY WISH TO BE CONSIDERED BY CABINET.</b>	

**1. BACKGROUND**

- 1.1 The Housing Asset Management Strategy is a key document in providing a framework for the delivery of services to the tenants of the Councils 4159 domestic properties and associated garages and shops. Typically these documents are reviewed every 5 years, and action plans produced to cover the subsequent period. These plans drive the budget setting process and are used in the production of our medium and long

term financial planning forecasts, through the Medium Term Financial Plan and associated documents.

- 1.2 There are a number of national policy developments due to occur in the next 12 to 18 months, which include the new Fire Safety Bill, the implementation of the Housing White Paper, and the conclusion of the review of the Decent Homes standard, all of which will have a significant impact on the wider policy environment within which asset management decisions relating to the housing stock are going to be made. Producing a full 5 year Asset Management Strategy was therefore considered to be inappropriate given that significant revisions were likely to be necessary in the light of the aforementioned changes. As an alternative approach, the 2 year interim Asset Management Plan attached as Appendix 1 has been produced as a bridging document.
- 1.3 Additionally, the data needed to inform the new Asset Management Strategy has very recently been transferred from our legacy ICT systems to the new Aareon QL environment. This is a much more powerful platform from which to produce comprehensive forward forecasts of investment needs and model different scenarios more effectively. Over the months ahead we will be exploring the full functionality of the new system to enable us to use it as the foundation for our future planning as part of the Asset Management Strategy 2024/25 to 2029/30.
- 1.4 The Committee are invited to consider the attached draft Asset Management Plan 2022 to 2024 and make any comments they wish to be considered by Cabinet as part of the approval process.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	<p>Insert relevant Council Priorities:</p> <ul style="list-style-type: none"> <li>- Support for businesses and helping people into local jobs</li> <li>- Developing a clean and green district</li> <li>- Local people live in high quality, affordable homes</li> <li>- Our communities are safe, healthy and connected</li> </ul>
Policy Considerations:	None apparent
Safeguarding:	None apparent
Equalities/Diversity:	The Plan includes provision for aids and adaptations funding to tenants homes.
Customer Impact:	Ensuring our tenants have safe warm and modern homes is a key requirement of being a social landlord.
Economic and Social Impact:	Delivery of a significant proportion of the works to be commissioned as a result of this plan will be through our inhouse repairs team, meaning the funding is retained within the local economy via our directly employed workforce.
Environment and Climate Change:	The plan provides a clear commitment to the Councils ambition to achieve an EPC "C" rating for all our tenants homes by 2030. This will make a significant contribution towards the Zero Carbon by 2030 target the Council has set.
Consultation/Community Engagement:	Tenants and Leaseholders Consultation Forum (TLCF).
Risks:	Risk management relating to the delivery of the contents of this plan will be undertaken through the Councils performance management arrangements and reported as part of the Quarterly monitoring performance reporting processes.
Officer Contact	<p>Chris Lambert Head of Housing <a href="mailto:chris.lambert@nwleicestershire.gov.uk">chris.lambert@nwleicestershire.gov.uk</a></p> <p>Jasbir Singh Housing Assets Team Manager <a href="mailto:jas.singh@nwleicestershire.gov.uk">jas.singh@nwleicestershire.gov.uk</a></p>

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# Housing Asset Management Plan



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**VERSION** 1.4  
**DATE** FEBRUARY 2022



# Introduction

Local Authorities across the UK hold large property portfolios (assets made up of buildings and land) which have been acquired, gifted, or inherited over many years.

North West Leicestershire District Council (NWLDC) owns 4159 council properties which make up the social housing stock. This Asset Management Plan (AMP) will focus on the Council owned housing, garages, and other land held under powers relating to the Housing Revenue Account (HRA).

The Council has adopted this new Asset Management Plan (AMP) as a short term bridging document which will ensure that the primary focus remains on managing our assets and more importantly our Key Stakeholder(s), whilst a new Asset Management Strategy (AMS) is developed to cover the medium to longer term (5 years). The benefit of adopting such an approach is that we can ensure that the Council still manages risks and budgets in relation to its assets effectively.

The Council vision is that: "North West Leicestershire will be a place where people and businesses feel they belong and are proud to call home"

The Council's Delivery Plan (CDP) identifies 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

Since the introduction of self-financing, local authorities have been able to set long term plans for the strategic management of their assets in a way that has not been possible before. We recognise the importance of sound asset management principles and applying these to our approach to investment.

The proposed revision to the Decent Homes Standard in 2022 and increasing energy standards in the new building regulations will have a significant impact on the management of assets and compliance going forward. These will become clearer over the next 2 years so this plan is a bridging document.

This document is designed to be an interim, evidenced based Asset Management Plan (AMP) to lead our short-term business decisions, whilst the full 5-year Asset Management Strategy (AMS) is developed.

It is based on work that has been done, or is being done, to improve our understanding of the performance of our properties, and it seeks to drive forward work programmes to deliver value for money for the council and its tenants.

# Scope

This plan sets out North West Leicestershire District Council's (NWLDC) approach to the management of assets and compliance within its Housing Revenue Account (HRA) properties.

It includes all our social rented housing assets as well as garages and some housing commercial premises (shops). These shops are due to be transferred into our General Fund property portfolio in the near future, in response to revised CIPFA guidance on managing these assets.

It is a high-level plan for managing our assets and ensuring compliance against the relevant statutory legislation.

It will show the journey we will taking during 2022 to 2024 which will contribute to the development of the final Asset Management Strategy (AMS), 1<sup>st</sup> April 2024 to 31st March 2029.

The AMS will be one of three key strategic documents which will shape the work of Housing Services:

**HRA Business Plan** - Provides the strategic financial and service planning framework for the Councils landlord role over the next 30 years. Contains a narrative section and a financial model section.

**Housing Strategy** - Provides a framework through which we assess local housing needs and seek to meet them through the provision of affordable housing and/or support services for all tenures.

**Asset Management Strategy (*Being Developed*)** - Provides a framework document for the maintenance and improvement of the Councils housing stock over the next 30 years (detailed proposals for the next 5 years). This includes disposal of poorly performing stock and acquisition of new stock to meet future needs.

All three documents will be interlinked and will be updated periodically in response to changes in local and or national policy including housing market conditions.



## National Context

National priorities for housing are primarily focused on new supply and around safety of existing buildings. 'Fixing Our Broken Housing Market', the 2017 white paper, and the new 'The Charter for Social Housing Residents: Social Housing White Paper' articulate the main areas of national housing policy focus.

The social housing white paper sets out proposals to revise the Decent Homes Standard (DHS) which, along with a forthcoming review of the Housing Health and Safety Rating System (HHSRS), is expected to place a greater focus on external and communal areas.

### Decent Homes Standard Review

The Charter for Social Housing Residents: Social Housing White Paper published on 17 November 2020 announced a review of the Decent Homes Standard to understand if it is right for the social housing sector today.

The review will be conducted in two parts.

Part 1 ran from Spring to Autumn 2021 and will seek to understand the case for change to criteria within the Decent Homes Standard. If the case for change is made, Part 2 will run from Autumn 2021 to Summer 2022 and will consider how decency should be redefined.

We anticipate that our main outcome will be a refreshed Decent Homes Standard, incorporating more energy efficiency requirements and factors relating to the external environment around the home.

### Safety Bill

Following the tragic Grenfell fire the focus on data and safety has never been higher. In March 2020 the Fire Safety Bill clarified the responsibilities of landlords to manage and reduce the risk of fire.

The July 2020 draft Building Safety Bill sets out proposals for new building standards and regulations that will apply to new and existing homes. The bill focuses landlords' attention on checking the accuracy of data held on

assets and ensuring health and safety risks are properly managed. It also proposes new requirements for building safety management and for greater involvement of residents

### **Homes Standard**

The Regulator of Social Housing has recently reminded Local Authority Housing Providers that their Home Standard must be met. A number of 'serious detriment' interventions by the regulator, and the Sector Risk Survey published for the benefit of all registered providers, have also underlined the importance of good quality data to enable all social landlords to prove compliance with this standard.

### **The Homes (Fitness for Human Habitation) Act**

The Homes (Fitness for Human Habitation) Act 2018 is designed to ensure that all rented accommodation is fit for human habitation and to strengthen residents' means of redress against landlords.

### **Equality Act 2010**

The Equality Act 2010 has brought together over 100 separate anti-discrimination measures including race, gender, disability, religious belief, sexual orientation, age and equal pay. The act requires us to have regard to reducing socio-economic inequalities when we make strategic decisions.

### **Climate Change & Decarbonisation (Zero Carbon programme)**

The Climate Change Act 2008 (2050 Target Amendment Order 2019) was adopted in June 2019, and makes a statutory obligation of the net-zero emissions target recommended by the Committee on Climate Change.

Grant funded works to improve energy efficiency are now required to meet the quality standard of PAS 2035, meaning additional costs, but a much higher quality outcome from works undertaken.

### **Future Buildings Standard - Part L & F Building Regulations**

The government hosted a public consultation from 18 January 2021 to 13 April 2021 on proposed changes to the Building Regulations which will affect new build properties, and some retrofit works.

This was the second stage of a 2-part consultation. It built on the [Future Homes Standard consultation](#) by setting out energy and ventilation standards for non-domestic buildings, existing homes and includes proposals to mitigate against overheating in residential buildings.

It set out proposals for a Future Buildings Standard, which provides a pathway to highly efficient non-domestic buildings which are zero carbon ready, better for the environment and fit for the future.

The interim outcomes of this consultation and the previous one, will now be implemented through a statutory instrument and new approved documents which will deliver an uplift in energy efficiency standards for new homes and buildings, improved ventilation, and a requirement to mitigate any overheating in residential buildings.

Uplifts to Part L & Part F of the Building Regulations have set new minimum standards for fabric efficiency. There has also been a New Approved Document – O, which covers the overheating mitigation requirements and applies to new residential buildings. The government also published Approved Document S, which provides technical guidance regarding the installation of electric car charge points in homes. A transition period will now commence until June 2022, when the new regulations will come into effect, this is designed to allow for planning applications that are currently in progress.

# Main Aims and Objectives

The primary aim of the council's approach to the management of its HRA stock is to enable the council to provide high quality energy efficient affordable housing that meets the needs of as many residents as possible over the longer term. In support of this aim in the interim, whilst the full strategy is being developed, the following key projects/work have been identified

- Continue to maintain and improve tenants' homes to ensure they meet the Government's Decent Homes Standard
- Keeping our tenants and staff safe by ensure that we are compliant with all statutory legislation and regulations.
- Create successful and sustainable communities aligned to clearly determined plans for regeneration activity and future development in the district.
- Tackle fuel poverty and improve energy efficiency and develop plans to ensure that we achieve a minimum of an EPC 'C' rating by 2030.
- Continue work to optimise the balance between planned and responsive revenue expenditure, and to evidence this a full VFM assessment the Housing asset management service area will be completed during 2022/23.
- To continue to deliver value for money and efficiency savings, where possible.
- All improvement works to be delivered through our Inhouse Repairs Team wherever practical, and a value for money assessment of their work to be completed after completion of the 2022/23 programme, to benchmark costs and quality against external contractors
- To achieve continuous improvement in housing asset management and compliance service area(s) through effective performance management and a complete review of the service area.
- To continue to deliver the Council's new build and regeneration programmes.

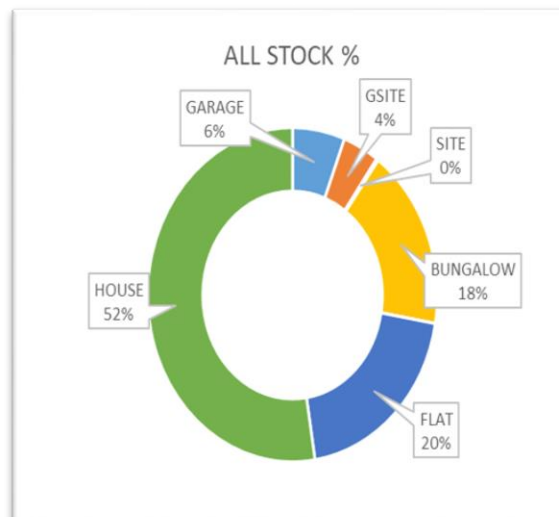
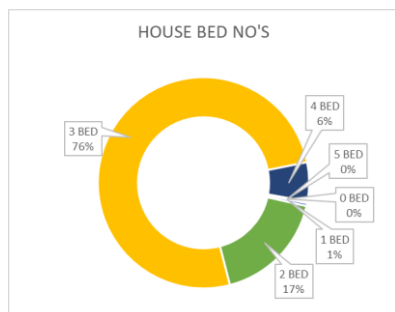
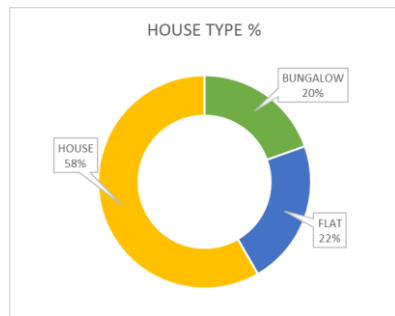
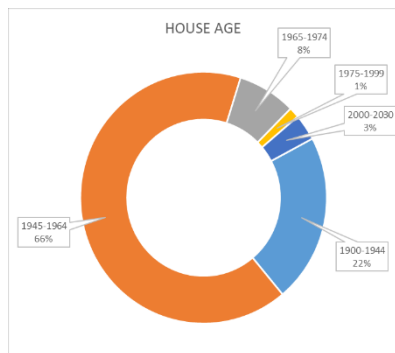
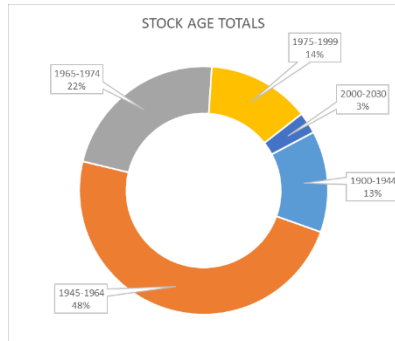
This plan will be a journey to the new Asset Management Strategy and will be broken down into 5 key stages, as shown in the diagram below : -



# Our Properties

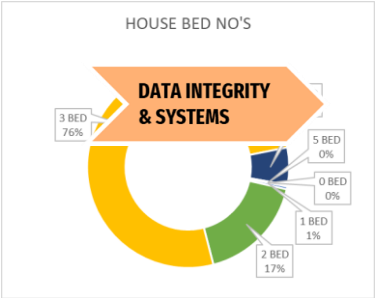
## Portfolio summary

This plan covers all HRA assets, including residential, garages and commercial. The HRA owns and manages 4159 tenanted homes, 466 garage and or garage sites along with approximately 70 dwellings occupied by leaseholders (flats sold under the Right To Buy scheme). Social rented homes make up most of our properties and providing these for letting will remain our core business. Overall, it is expected that the number of rented homes will reduce because of Right to Buy, which we currently estimate to be approximately 44 per year. We will be looking to replace as many of these homes as we can through our new build and acquisitions program.



BUILD TYPE - ALL	QTY
CAVITY WALL	3019
TARRAN-REF	67
SOLID BRICK	324
SPOONER-IMPROVED	90
SYSTEM BUILT	180
WIMPEY NO FINES-IMP	252
AIREY	103
SWEDISH TIMBER	15
CROSSWALL	89
TIMBER FRAME	20

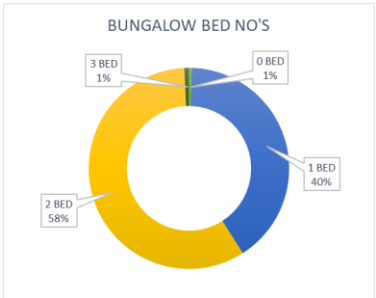
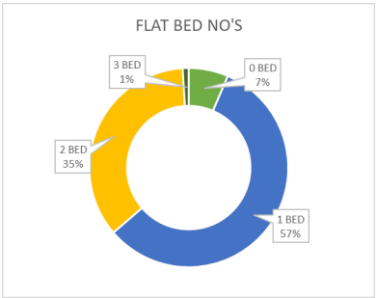
The council also owns a number of commercial units (mainly community use buildings), with a variety of non-residential community assets which are mixed use and managed within the HRA. We also own 466 garages/garage sites and other related assets such as laundries within sheltered schemes, scooter stores and community rooms.



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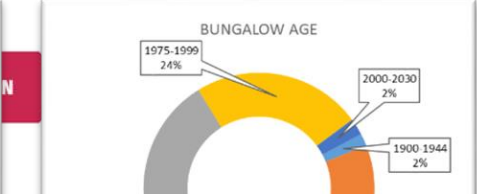
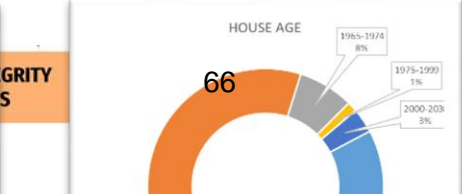
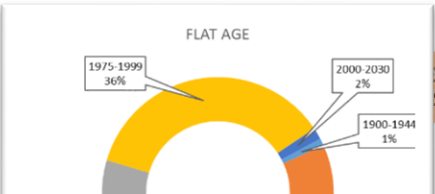
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TYPE	BED	NO.	%
BUNGALOW	BEDSIT	4	0.10%
BUNGALOW	1 BED	330	7.93%
BUNGALOW	2 BED	475	11.42%
BUNGALOW	3 BED	6	0.14%
FLAT	0 BED	59	1.42%
FLAT	1 BED	525	12.62%
FLAT	2 BED	324	7.79%
FLAT	3 BED	9	0.22%
HOUSE	BEDSIT	1	0.02%
HOUSE	1 BED	11	0.26%
HOUSE	2 BED	423	10.17%
HOUSE	3 BED	1842	44.29%
HOUSE	4 BED	145	3.49%
HOUSE	5 BED	5	0.12%
TOTAL		4159	100%

OUR PROPERTY TYPES	DATE OF CONSTRUCTION & NUMBER OF HOMES					
	1900-1944	1945-1964	1965-1974	1975-1999	2000-2030	TOTAL
HOUSE	527	1600	185	33	82	2427
BUNGALOW	14	263	326	193	19	815
FLAT	9	147	416	330	15	917
TOTALS	550	2010	927	556	116	4159



### Size of homes

The majority of our rented homes are two and three bedroom as illustrated in the table below.

This includes 816 properties (known as non-traditional homes) which are expensive to maintain and may require significant investment to deliver the Councils net zero targets

## Sheltered Housing

### DATA INTEGRITY & SYSTEMS

We have 6 specialist or age restricted sheltered schemes with communal access. The majority of these are age restricted to 55 plus. The performance of these schemes is mixed. We want to ensure our housing offered to older people meets changing needs and aspirations. Having already decommissioned a number of non-viable schemes we plan to invest in upgrading the remaining ones, including improved support technology and communal areas, to complement the works recently undertaken on fire safety and scooter storage.

## Leasehold properties

### DATA INTEGRITY & SYSTEMS

The council also manages approximately 70 leasehold properties. The council remains responsible for repairs to shared facilities such as lifts, lighting, shared heating and hot-water systems, the roof and structure of the building, as well as internal and external communal areas. The cost of these works is recharged to leaseholders under the council's policy. We will review our approach to service charges and recharging for major works and take action to maximise recovery of costs while improving the resident experience.

## Garages

### DATA INTEGRITY & SYSTEMS

We have approximately 466 garages/sites located across the district. Having determined in the previous asset management strategy that we would be demolishing a majority of our garages due to their poor condition, this programme will continue. We will be reviewing our approach to garage management and reviewed letting rates and their condition.

A project has been underway to determine the and progress has been made to repair/demolish empty garages, increase garage letting rates, assess demand and consider the long term investment needs of garages.

We have an approach to appraise options for garages and sites, which also includes repair and relet, use of the site for new homes as well as utilising the garages or site for community benefits e.g., car parking.

Furthermore, we are considering how to use these assets to meet other objectives and we are considering how our garage sites will contribute to achieving NWLDC decarbonisation targets. This will include exploring the feasibility of installing electric vehicle charging points within garage sites.

TYPE	BED	NO.	%
GARAGE	0	270	58%
GSITE	0	186	40%
SITE	0	10	2%
<b>TOTAL</b>		<b>466</b>	<b>100%</b>

# Stock Condition Data

It is essential that we have a clear view as to the level of investment required to the stock, and the reliability of the information that underpins the Councils investment and business plans. Our new ICT system (QL) will replace our previous limited database (PIMMS) which currently holds the level of stock condition data for all our homes. This data comes from a variety of sources, including:

## DATA INTEGRITY & SYSTEMS

**Survey data** – Our Stock Condition Surveys (SCS) completed on our homes have allowed us to make informed decisions on future expenditure. We currently hold up to date data on approximately 67% of our stock

**Completed works** – On completion of planned works, relet works, responsive repairs and adaptations, our stock condition data is updated to include date of installation and expected replacement dates based on agreed life cycles.

**Statutory Duty Inspections** – We will use Statutory Duty Inspection data to inform us of future investment decisions within our blocks and schemes.

Further improvements are needed to improve the integrity of our stock condition data, we will:

- Validate our stock condition surveys externally
- Ensure we capture and hold complex information on Mechanical & Electrical designs.
- Undertaking a risk based, sample approach to structural appraisals of our blocks and non-traditional homes.

## DATA INTEGRITY & SYSTEMS

## Energy data

An up-to-date Energy Performance Certificate (EPC) is provided when a property is relet or has had major green measures installed. The EPC data as well as the certificate is retrieved to supplement our energy data. We will also be able to calculate carbon emissions and can model scenarios for reducing carbon from the data we will be gathering.

## DATA INTEGRITY & SYSTEMS

## Compliance data

Keeping tenants and staff safe is a key priority for us. To support compliance with health and safety requirements relating to gas safety, fire safety, legionella, electrical testing, lifts, and asbestos we will ensure that we hold accurate and up to date records of the relevant components in our homes, including records of surveys, servicing and maintenance, and risk assessment requirements. We will also be reviewing our approach to the management and storage of this information.

# Decent Homes

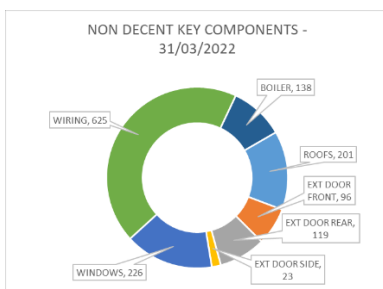
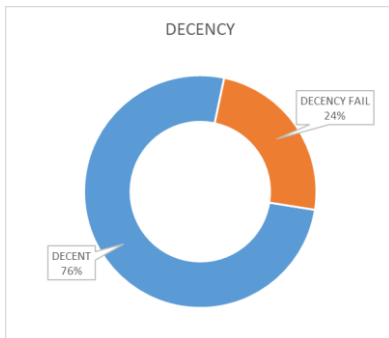
## DATA INTEGRITY & SYSTEMS

The Decent Homes Standard has been the minimum standard for social housing since its introduction in 2004 – and targets investment at the replacement of key building elements to ensure the home is warm, weathertight and has reasonably modern facilities.

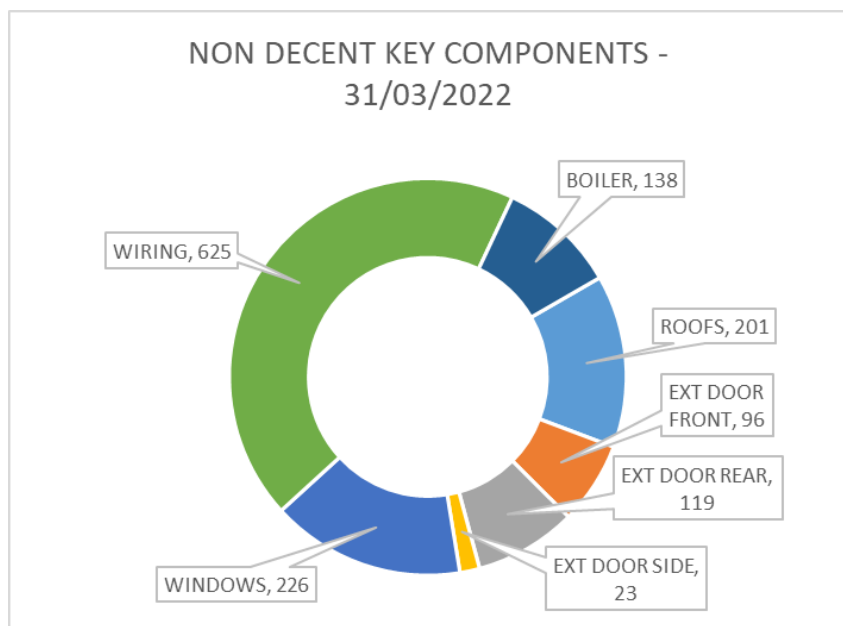
The Housing Health and Safety Rating System is a key element of the standard, and guides investment to addressing hazards.

It is projected that as of 31<sup>st</sup> March 2022, 76% of our homes will meet the Decent Homes Standard. This number has reduced over the last two years due to our inability to complete the required improvement programmes due to Covid working restrictions, as tenant's reluctance to allow access to their homes to have work completed. WE plan to undertake a programme of "catch up" decent homes work during 2022/23 with an estimated value of £2.1m, to address the number of properties that are not currently meeting the Decent Homes standard due to the Covid related delays in completing works. We will continue to plan works to address non-decent properties each year.

We will be undertaking a comprehensive review of the way in which we report non decency, including how our new Housing ICT System (QL) can help us to understand non decency triggers and how we plan works in the future. We will review the emerging changes to Decent Homes following the Governments review this summer, and will ensure our systems can monitor own homes' performance against this standard, as well as appraising options for meeting the standard.



TOTAL STOCK=	4159
DECENCY FAIL	1181
% FAIL	28%
TOTAL STOCK=	4159
REFUSALS	175
DECENT	3153
DECENCY FAIL	1006
% FAIL	24%



The following table shows what we believe to be major components that are required to be replaced due to non-decency, we will be validating this over the next 6 months.

PROPERTIES	KEY COMPONENTS						
	ROOFS	EXT DOOR FRONT	EXT DOOR REAR	EXT DOOR SIDE	WINDOWS	WIRING	BOILER
1181	201	96	119	23	226	625	138

## Statutory Duty & Compliance

DATA INTEGRITY  
& SYSTEMS

POLICIES &  
PROCESSES

Ensuring the health and safety of residents, staff and others using the council's buildings is the top priority for the effective management of the council's assets.

It is also important that management of the asset portfolio ensures compliance with legal agreements minimises the council's exposure to risk, as a result of, environmental, social and economic change and understands and addresses the council's exposure to risk of all kinds including financial, legal and reputational

The primary statutory instruments driving statutory compliance for property assets are:

- The Health and Safety at Work etc. Act 1974
- Managing Health and Safety at Work Regulation 1999
- The Regulatory Reform (Fire Safety) Order 2005
- The Building Regulations (as amended)
- The Control of Substances Hazardous to Health COSHH Regulations 2002 and Amendment 2003
- The Construction Design & Management Regulations 2015
- Gas Safety (Installation & Use) Regulations 1998 as amended
- The Control of Asbestos Regulation 2012
- The Electricity at Work Regulations 1989 as amended
- The Health and Safety Executive Approved Code of Practice (ACoP) Guidance on Legionnaires Disease, the Control of Bacteria in Water Systems L8.

Alongside our data we will ensure we have robust policies and procedures that guide us on how we deliver our compliance obligations. We will ensure a robust approach to compliance in all areas.

Our obligations will be satisfied by regular inspections, servicing and maintenance regimes that ensure key elements of the home and communal facilities do not pose undue risk. This will also include 3<sup>rd</sup> party audits to confirm quality assurance.

To ensure compliance is effectively managed the **Housing Assets Team Manager** will be the **Responsible Person** for managing compliance with the relevant legislation for Asbestos, Gas, Legionella, Fire and Electrics to Housing Assets.

#### DATA INTEGRITY & SYSTEMS

#### POLICIES & PROCESSES

## Net Zero & Decarbonisation

North West Leicestershire District Council has already begun its journey toward net zero carbon emission by declaring a climate emergency and adopting a Zero Carbon Roadmap. Most emissions reductions to date in the district are due to the UK's electricity supply becoming cleaner through the replacement of coal fired electricity generation with wind turbines and solar panels, though the district has made good progress in deploying solar technology. Much more needs to be done to address emissions from domestic dwellings, and we must play our part fully.

### Local plan

The North West Leicestershire Adopted Local Plan highlights that the CO<sub>2</sub> emissions per person in the district are substantially higher than the National average. Objective 8 of the Local Plan is to 'Prepare for, limit and adapt to climate change'.

There are also references throughout the Local Plan to issues that are related to carbon emissions, although not always specifically referred to in those terms. For example, the development of transport infrastructure is a key issue for the District, for economic growth, for air quality and also for mitigation of carbon emissions.

### Climate local commitment

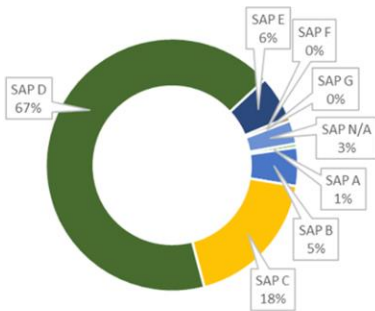
North West Leicestershire District Council (NWLDC) signed the Climate Local Commitment on 19 December 2014. In signing the commitment, the Council committed to set locally-owned and determined targets and actions on both mitigation and adaptation and publish these within six months.

A number of priorities, commitments and actions were set. NWLDC also committed to monitor the Council's performance against these actions and report regularly on progress.

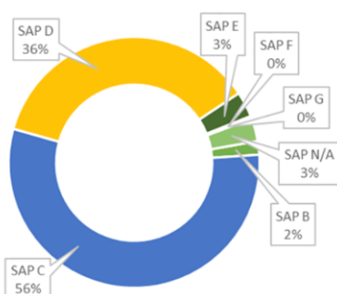
The various councils in the UK that have declared a Climate Emergency have in many cases opted to set a target for net zero carbon in their regions at some date in advance of the national target date of 2050.

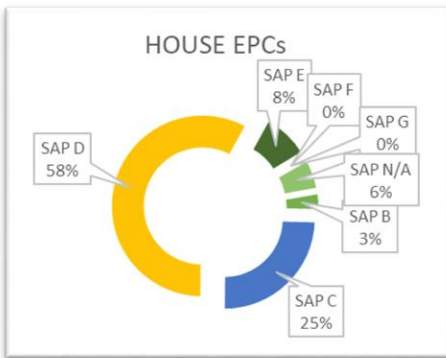
SAP	No Homes	%
A	4	0.10%
B	133	3.20%
C	1263	30.37%
D	2297	55.23%
E	281	6.76%
F	18	0.43%
G	0	0.00%
H	0	0.00%
NO DATA	193	4.42%
<b>Total</b>	<b>4189</b>	

BUNGALOW EPCs



FLAT EPCs





Setting a target which is consistent with the national context is a reasonable and justifiable Science-based approach, and it does not preclude reaching the target ahead of the deadline.

Therefore, our first recommendation is for the **Council's operations to be reduced to Net Zero Carbon by 2030**.

Our second recommendation is for North West Leicestershire as a whole **to achieve Net Zero Carbon for all emissions by 2050** and to try to achieve it before that date if possible.

Ensuring all our tenants homes achieve an EPC rating of C or above by 2030 will represent an important step in our Zero Carbon journey as a Council. We have made provision within our capital programme to fund the

required work, and will also be bidding for Grant Funding from the Governments Social Housing Decarbonisation Fund (SHDF), and other schemes such as the Energy Company Obligation (ECO). If these funding bids are successful, it may release funds from our allocation towards Green Homes works to address other priorities, or allow the programme of works to be accelerated. There may also be opportunities to reallocate funding from the Home Improvement Programme, which is delivering Decent Homes through the need to complete complementary works eg Green Homes boiler replacement with Air Source Heat Pump when gas boiler due for replacement due to its age or condition. Opportunities to fund works from these sources will be assessed annually as the improvement programme for each year is developed.

## Asset Management Controls

### DATA INTEGRITY & SYSTEMS

### POLICIES & PROCESSES

**Stock Condition Surveys (SCS)** – The costs used in the SCS are reviewed regularly, to ensure they are consistent with sector benchmarks and updated on a systematic basis based on actual prices obtained for works completed. Repair spend will be tracked to monitor impact of the investment priorities. Updates to the SCS are captured by the QL Housing system as the investment programme is implemented.

**Housing Investment Plans (HIP)** – There is a planned investment programme in place with clear and robust contract management arrangements. There are performance measures in place and there is effective and regular monitoring and management of actual delivery performance against these plans by the asset management team.

**Procurement** – We have effective and efficient procurement plans and processes in place, and the value for money delivered through these is confirmed through benchmarking and external validation exercises.

**Servicing & Repairs** – There are detailed contract controls and performance measures in place. Service outcomes and measures are used to inform forward planning of both responsive and planned repairs and our in-house delivery work streams. Repairs and maintenance, including gas servicing, delivery programmes are all in place and there is effective monitoring and management of outcomes. There are good levels of customer satisfaction with the service and this is routinely tested.

**Asset Management Strategy** – The 5 year Asset Management Strategy will be developed as a key part of the annual capacity modelling and corporate planning process and outcomes from this exercise will inform the business planning and capacity modelling.

There are risks associated with the ownership and management of large residential property portfolios. These could be a risk to the council's strategic aims and finances and its reputation. They also relate to quality of life for residents. We will continue to manage asset management associated risks including, but not limited to

- Gas safety compliance
- Asbestos exposure
- Recruitment and retention of staff to deliver programmes
- Impact on planned projects & programmes due to Covid 19
- Fire safety

We will continue to review our corporate risk register to ensure key asset management related risks are recorded there, and that everyone has a good understanding of responsibility for mitigating the risks.

This will include ensuring, data management to ensure compliance, keeping up to date with emerging regulatory requirements, adequate investment to maintain resident satisfaction, efficient planning and delivery of programmes and incorporating the costs of new requirements in legislation.

**DISPOSALS AND ACQUISITIONS** – A key element of our approach to the active asset management of the housing stock will be the continued use of acquisitions and disposals.

For properties in poor condition or of an unpopular style or location, disposal will allow the Council to achieve a capital income to reinvest in more relevant housing.

Whilst house building is a key means of adding to the housing stock of the district, the acquisition of existing homes can also provide a cost effective way of adding to the available stock of social/affordable rented homes. This may be achieved by open market purchase, acquisition of section 106 planning gains homes on appropriate sites, or buying back former Right To Buy properties when they are returned to the market by their owners.

## Residents & Stakeholders

### CONSULTATION

Tenants and Leaseholders are integral to the way we conduct our business. They are involved at every level of the Council in consultative, scrutiny and decision-making capacities. We will continue to work with them to ensure that the funds to maintain and improve the properties are appropriately prioritised.

Our Resident Involvement Team(s) work closely with our tenants and leaseholders to ensure effective and meaningful involvement. This Plan compliments the Resident Involvement Strategy and the principles contained therein.

We will continue to pro-actively seek representational involvement of tenants and leaseholders through a variety of methods to provide the following:



- Views of the Housing service from a resident's perspective.
- Shaping policy review work.
- Contributing to procurement processes.
- Recommending and agreeing the standards of service expected.
- Monitoring performance and continuous improvement activity within a live environment.

We also work with a number of other partners and organisations to deliver a wider positive impact on communities over and above the works delivered through the Capital Program of Component replacements including Repairs and Maintenance.

Local external stakeholders include, but are not restricted to, the following organisations:

- Parish Councils;
- Leicestershire County Council;
- Other local social landlords;
- Police & Fire Service;
- Voluntary Groups and Agencies;
- Charitable Support;
- Local Primary Care Trust;
- Sure Start Children Centres;
- Citizens Advice Bureau;
- Tenants and Resident Groups throughout North West Leicestershire.

The consultative process for agreeing this plan will include

- Housing Senior Management Team
- Corporate Leadership Team
- Scrutiny Panel(s)
- Cabinet

## ACTION PLAN

NEW BUILD HOMES	
AM/NB/1	Review our approach to the appraisal of land sites and acquisition
AM/NB/2	Support the council's growth plans by exploring options for poorly performing stock alongside identified development opportunities.
AM/NB/3	Maximise the number of social housing that we provide through a programme of acquisition, new build, conversions, re-modelling and regeneration.

CONSULTATION

ASSETS TEAM  
REVIEW

ASSETS TEAM  
REVIEW

DATA INTEGRITY  
& SYSTEMS

76  
POLICIES &  
PROCESS

CONSULTATION

ASSET  
MANAGEMENT  
STRATEGY

AM/NB/4	Develop a NWLDC design brief for new build homes which also aligns with Housing Investment design specifications and reactive maintenance component replacements
AM/NB/5	Develop new procedures and process maps to ensure we confirm we adhere with planning and other relevant legislation/regulations

## ZERO CARBON

AM/ZC/1	<p>We will start retrofitting green measures to existing housing owned by the Council or consider demolish /or rebuild opportunities to improve the building energy efficiency, including but not limited to</p> <ul style="list-style-type: none"> <li>• Installation of insulation, improved airtightness and better windows to tenant homes ensuring first priority, is a fabric first and deep retrofit approach, wherever possible</li> <li>• Install Mechanical Ventilation with Heat Recovery (MVHR) wherever possible</li> <li>• Retrofit heat pumps wherever possible</li> <li>• Installation of SPV wherever possible</li> </ul> <p>Target high emission homes first (e.g. those using coal or oil). Including undertaking of a pilot project to establish costs and risks for a potential wider roll out throughout the district.</p>
AM/ZC/2	Set best practice energy standards of future housing built or acquired by the Council, or on Council land. This should be consistent with the recommendations of the Committee on Climate Change (CCC). Report on the future of housing (i.e. space heating demand < 15-20 kWh/m <sup>2</sup> .yr). PassivHaus or equivalent should be considered and an assessment against Net Zero Carbon should be required
AM/ZC/3	Continue to reduce our carbon emissions and to achieve a minimum EPC rating of C by 2030 for all homes, seeking funding to support this with alternative options explored where this is not feasible
AM/ZC/4	Set best practice energy standards of new buildings built or acquired by the Council. This will be consistent with BEIS energy mission to halve energy use in new buildings. PassivHaus or equivalent will be considered and an assessment against Net Zero Carbon will also be undertaken.
AM/ZC/5	We will review all data available to confirm low efficiency homes through EPC data, future capital works due to the fabric of the building and construction types. A risk rating will be produced against each property which will assist the council in bidding for future grants to install green measures.
AM/ZC/6	Develop a program to replace all inefficient car park lighting schemes, in the Councils HRA owned land, this will include a programme to replace existing lighting with efficient LEDs, and improve controls to save energy in the longer term.

DATA INTEGRITY  
& SYSTEMS

ASSET  
MANAGEMENT  
STRATEGY

DATA INTEGRITY  
& SYSTEMS**ZERO CARBON**

AM/ZC/7	We will review current EPC ratings and determine if this are accurate based on information we hold on similar properties where an EPC has been completed within the last 2 years. This will help in reclassifying EPC ratings where they are incorrect. New EPC s will be completed to ensure we have accurate information to inform future bids.
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POLICIES &  
PROCESSES**SYSTEMS & PROCESSES**

AM/SP/1	Embed and improve our use of current systems to record and maintain up to date property condition records to ensure we can capture information, assess risks, plan and monitor delivery of remedial actions and improve our approach to non-decency
AM/SP/2	Complete our review to confirm accurate non-decency reporting and confirm our approach to internal and external proposed planned works to meet decent homes.
AM/SP/3	Work to improve our 30 year capital cost forecasts, in particular the mechanical and electrical costs to help better inform investment planning
AM/SP/4	Review our approach to future investment planning which ensures works are delivered efficiently and to the required standards.
AM/SP/5	Ensure we make best use of our non-housing assets, such as our garage and HRA commercial portfolio, ensuring we review the current use and alternative options to maximise income and potential sales or development opportunities
AM/SP/6	Maintaining decent homes standard, including adopting any new guidance issued
AM/SP/7	Develop a Cyclical Maintenance & Redecoration programme to ensure the current stock is maintained to a good standard, improve component durability and reduce the impact of daily repair revenue expenditure.

ASSET  
MANAGEMENT  
STRATEGY

## CONSULTATION

**COMPLIANCE & RISK**

AM/CR/1	Improve our approach to compliance both in respect of policies, procedures and governance across all areas including the introduction of regular third party Quality Assurance
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## COMPLIANCE & RISK

AM/CR/2	Develop new policies to ensure we comply with statutory duties especially with Asbestos, Fire, Legionella, Electrical and Fire compliance
AM/CR/3	Review compliance against the Regulator of Social Housing Consumer Standards in respect of asset management and ensure all health and safety risks are adequately managed
AM/CR/4	Better understand our future investment costs to ensure we understand any risks in meeting new emerging standards and regulations. E.g. The Safety Bill and fire compliance
AM/CR/5	Benchmark in-house and external delivery costs against other providers and carry out a gap analysis of current skills and capacity within the Housing Assets & Compliance Team
AM/CR/6	Ensure continued compliance with all Health & Safety, regulatory and statutory standards and take on the role of Responsible Person for compliance with Asbestos, Gas, Electrics, Legionella and Fire
AM/CR/7	Review team competencies in relation to H&S compliance and Construction Design & Management Regulations 2015 and develop a training plan to upskill the team.
AM/CR/8	Carry out a review of all key compliance areas and develop a new risk register that can confirm adherence to the relevant legislation(s) at Corporate and Executive level. Assurance for the Duty Holder is a key priority

POLICIES &  
PROCESSES

DATA INTEGRITY  
& SYSTEMS

## STAKEHOLDER ENGAGEMENT

AM/SE/1	We will ensure that Housing, Commercial, and Strategy teams within the Housing Directorate are fully supporting this plan and will ensure a collective .
AM/SE/2	We will increase our engagement with key stakeholders, and our tenants, including those from diverse groups, through more detailed satisfaction surveys and consultation on policies and the final publication of the new Asset Management Strategy
AM/SE/3	Develop a new Housing Asset Management Working Group, which will consist of key officers and stakeholders to assist with the development of the Asset Management Strategy and ensure it is fit for purpose.
AM/SE/4	Develop a process to produce annual work plans for each district/area that will allow tenants, members and the wider housing team to understand key projects being delivered in each area, detailing works

	proposed with anticipated start and completion dates.
AM/SE/5	Develop new procedures to ensure meaningful early engagement with leaseholders to comply with s20 legislation

## VALUE FOR MONEY

AM/VFM/1	Review our approach to leasehold service charges and recharging leaseholders for major works
AM/VFM/2	Explore further our approach to the asset management of our garages, understanding viability, maximising income, and exploring further option appraisals where there is low demand.
AM/VFM/3	Ensure we have skilled internal expertise and capacity, as well as access to appropriate consultants and contractors to deliver our capital program and ensure value for money.
AM/VFM/4	We will carry out an initial assessment of the NPV (Net Profit Value) across our HRA stock and develop a procedure to target properties where NPV is below our set and targeted levels.

## ASSET MANAGEMENT & COMPLIANCE TEAM

AM/AMC/1	A review will be conducted on the current Asset Management & Compliance Team, this will ensure the team is fit for purpose and have the necessary skills and competencies to deliver and manage the projects, ensuring full compliance with current legislation.
AM/AMC/2	A review will be undertaken to confirm competency levels within the team and individual officers, further work will be done to upskill and or coach/mentor the officers including formal training to ensure we have competent and skilled staff.
AM/AMC/3	A fundamental review of support services will be carried out to ensure that the service is appropriate to meet the needs of the Housing Asset Management & Compliance team