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Meeting	CORPORATE SCRUTINY COMMITTEE
Time/Day/Date	6.30 pm on Wednesday, 8 March 2023
Location	Board Room, Council Offices, Coalville
Officer to contact	Democratic Services

AGENDA

Item		Pages
1. APOLOGIES FOR ABSENCE		
2. DECLARATION OF INTERESTS		
	Under the Code of Conduct members are reminded that in declaring interests you should make clear the nature of that interest and whether it is a disclosable pecuniary interest, registerable interest or other interest.	
3. PUBLIC QUESTION AND ANSWER SESSION		
	To receive questions from members of the public under rule no.10 of the Council Procedure Rules. The procedure rule provides that members of the public may ask any question on any matter in relation to which the Council has powers or duties which affect the District, provided that three clear days' notice in writing has been given to the Head of Legal and Support Services.	
4. MINUTES		
	To approve and sign the minutes of the meeting held on 4 January 2023.	3 - 8
5. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME		
	To consider any items to be included in the work programme. The plan of forthcoming Cabinet decisions and the current work programme are attached for information.	9 - 12
6. 2022/23 QUARTER 3 PERFORMANCE REPORT		
	The Report of the Head of Human Resources and Organisational Development.	13 - 50
7. UK SHARED PROSPERITY FUND		
	The Report of the Head of Economic Regeneration.	51 - 66

8. REPAIRS PERFORMANCE

The Report of the Strategic Director of Housing and Customer Service.

67 - 78

Circulation:

Councillor N Smith (Chairman)
Councillor V Richichi (Deputy Chairman)
Councillor J G Simmons
Councillor E G C Allman
Councillor D Bigby
Councillor A J Bridgen
Councillor G Houl
Councillor A C Saffell
Councillor S Sheahan
Councillor M B Wyatt

MINUTES of a meeting of the CORPORATE SCRUTINY COMMITTEE held in the Council Chamber, Council Offices, Coalville on WEDNESDAY, 4 JANUARY 2023

Present: Councillor V Richichi (in the Chair)

Councillors J G Simmons, D Bigby, G Hoult, S Sheahan and M B Wyatt

Officers: Mr A Barton, Mr G Hammons, Mrs A Crouch, Miss E Warhurst, Mrs C Hammond, Ms S Thirkettle and Ms R Haynes

67. APOLOGIES FOR ABSENCE

Apologies were received from Councillor N Smith, for whom Councillor D Harrison acted as substitute. Apologies were also received from Councillor A C Saffell.

68. DECLARATION OF INTERESTS

No interests were declared.

69. PUBLIC QUESTION AND ANSWER SESSION

No questions were received.

70. MINUTES

Consideration was given to the minutes of the meeting held on 7 December 2022.

It was moved by Councillor G Hoult, seconded by Councillor J Simmons and

RESOLVED THAT:

The minutes of the meeting held on 7 December 2022 be approved as a correct record.

71. 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.

It was highlighted that there had been a minor typing error in the work programme and that at the March meeting members would be considering the Quarter 3 report, not the Quarter 4 report as stated in the document.

A member enquired whether the item on housing repairs, on which a scoping document had been drafted that evening could be considered at the Committee meeting in March. The Strategic Director stated it would be possible to bring a report to the next meeting, albeit that timescales were challenging.

72. DRAFT ROBUSTNESS OF BUDGET ESTIMATES AND ADEQUACY RESERVES

The Interim Head of Finance and S151 Officer presented the report and highlighted the key points. Firstly, it was noted that the Council would be facing significant inflationary pressures and secondly there was a lack of certainty with regard to government funding levels over the medium term within the General Fund.

Officers informed the meeting that business rates growth had benefitted the council in recent years, however that it would not be prudent to continue to rely on this as a source of income due to the potential for changes from the government in the future. It was observed that this year the budget process had been more robust and intense than in previous years.

It was noted that financial strategies and policies were guiding principles and it would be important to follow these, and to use business rates growth for 'one off' funding and capital projects, as opposed to relying on it as a source of income for on-going costs.

With regards to capital strategy, it was observed that the improvements proposed to governance and the management of schemes through their project life cycle were in line with best practice.

With regards to treasury management strategy, it was observed that the improvements proposed would be in line with national guidelines.

In relation to the general fund, it was suggested that the council would need to start planning ahead as the government would be giving consideration to changing how local government would be financed. The earliest any changes would be implemented would be in 2025/26.

The budget key risks were noted, along with specific actions required to mitigate or minimise these risks. Primarily, it was highlighted that the medium term financial plan would need to be implemented.

Officers emphasised the fact that a positive opinion could be provided with regards to the robustness of budget estimates and adequacy of reserves provided that the actions set out in the report were undertaken.

A member expressed concerns that the HRA budget featured reference to taking action to reduce the forecast overspend in 2022/23 and asked what the impact of this would be to tenants and enquired how the council would be making provision for it. It was asserted that there was no clear functional savings plan in place. Concern was voiced that no impact assessment had been carried out and if the potential for negative impact should the scope of repairs be reduced as a consequence.

Officers responded that in terms of setting any budgets for the future it would be important to consider the pressures that the council is experiencing in the current year, and therefore to factor the underlying causes for the overspend in the current year into the budget for the next year. Some of the key reasons for the overspend in the current year were outlined. Officers explained that with both the HRA and the general fund, it would be necessary to minimise the overspend as far as possible, however this would not lead to decisions which would put housing stock or the vulnerable at risk. Members were assured that an impact assessment would be carried out as part of the process of formulating a medium term financial plan, however that this was not a part of the budget which would be considered at the current meeting. It was noted that for the HRA it would be necessary to maximise value for money, in order to reinvest back into the council's housing stock.

A member asked whether the forecast overspend had been factored into the draft budget position or if it was assumed to be reduced/mitigated. Officers advised that there had been an assumption drawn from Quarter 2's overspend which had reduced reserves, however if and when the outturn position improved, this would provide more money for the HRA.

A member enquired if the £1m operating balance which had been retained in reserve would be secure in the future. Officers responded that it is considered good practice to have a minimum level of reserves and following assessments, it was considered that £1m in reserve would be a minimum in order to counter any unforeseen circumstances. The importance of reviewing and monitoring finances to identify and respond to risks was highlighted.

A member expressed concerns that money in excess of £1m would be used for capital spending and repayments and noted that there appeared to be a large increase in the level of borrowing to finance the capital programme and asked if officers were confident that the debt would be serviceable from the HRA. Officers advised that provision had been made for interest costs for borrowing and also that the policy would be to repay the debt by the end of the 30-year business plan and reassured members that the budget would be built on this assumption.

It was asked what the estimates of transitional government funding which had been assumed in the medium term financial plan were based on and how confident officers were on the reliability of these estimates. Officers advised that the further the council looks into the future, the more uncertain the funding becomes, however members were advised that the council employs expertise from Pixel Financial Management who specialise in local government funding formulae. Officers explained to the meeting that Pixel's modelling is utilised in order to identify the level of potential transitional support. It was noted that the government hadn't announced that the business rates reset would happen or whether there would be transitional relief. However based on previous changes to local government funding formulae, there had been some sort of transition funding available to the councils most likely to be affected. A member asked why the predicted amount of transitional relief would be markedly higher in this budget than it had been in previous ones. Officers advised that by using Pixel's latest knowledge, their expertise had been utilised to build into funding forecasts going forwards.

A member stated that they welcomed the introduction of finance specific quarterly reports which would go to Cabinet and enquired why the new finance system had not been fully implemented and if it would be operational by the end of this financial year. Officers replied that work had been actively ongoing with the new system and offered their assurances that it would be going live on 1 April 2023.

A member asked for clarification on the new capital strategy group mentioned in the report and the structure that this would take. Officers advised that this would be an officer group with representations from a number of disciplines across the council, for example Finance, Housing and Legal and would essentially be a group to help develop capital schemes in the early stages of their conception, prior to being considered by Cabinet and Council in accordance with the Constitution.

RESOLVED THAT:

Corporate Scrutiny Committee provide comments on the Draft Robustness of Budget Estimates and Adequacy of Reserves (Appendix A) for consideration by Cabinet on 10 January 2023.

73. DRAFT CAPITAL STRATEGY, TREASURY MANAGEMENT STRATEGY AND PRUDENTIAL INDICATORS

The Finance Team Manager presented the report and outlined the proposed updates for these core financial strategies which would go out for consultation along with the draft general fund and Housing Revenue Account budgets. It was noted that the two main changes were firstly the improvement of governance and the process to the managing

scheme through their project lifecycle, the second change being how the general fund capital programme would be financed.

A member asked if the changes to the MRP had had any significant impact on budgets and was advised that this would have an impact in the future. Members commended officers for taking decisive action with regard to capital funding.

RESOLVED THAT:

Corporate Scrutiny Committee provide comments on the Draft Capital Strategy, Treasury Management Strategy and Prudential Indicators (Appendix A) for consideration by Cabinet on 10 January.

74. DRAFT GENERAL FUND BUDGET AND COUNCIL TAX 2023/24

The Interim Head of Finance presented the report and wished to draw members attention to the additional paper distributed prior to the meeting. It was reiterated that the council had been subject to inflationary pressures, which had caused a significant increase. The number of efficiencies to be adopted and increases in fees and charges were noted, and it was observed that government funding to local authorities had not increased in line with inflation.

A member noted that the budget seemed to be 'cautious' and enquired whether an assessment had been undertaken as to what level of resource would be required for a more, or increased level of, proactive enforcement for example with regards to planning, antisocial behaviour and housing and expressed a wish to propose that Cabinet take into account the need for more proactive enforcement. Officers advised it would be necessary to confer with the relevant head of service in order to offer clarification and offered to do so. Officers wished to draw members' attention to the Task and Finish group around fuel poverty and advised that findings from the group would be presented to Cabinet and would contain proposals around additions to the enforcement team but that this would not be revenue funded.

A member wished to formally express the proposal that Cabinet be requested to assess what is required to deliver a full spectrum, proactive enforcement service and set out a plan to address any shortfall in staffing levels. Officers assured members that any comments made would be taken forward to Cabinet in the form of the minutes, for Cabinet to give full consideration to.

A member enquired whether it was correct that the full cost of rolling out a food waste collection scheme would be paid for by the government and if so, had this been included in the budget. Officers responded that the council was awaiting further information from the government prior to moving this forward and would not be able to include this until the promised funding be received. Officers informed the meeting that Cabinet and Community Scrutiny had been involved in the consideration food waste collection and had decided to await the government funding coming forward, and whilst the government had 'reconfirmed' that this funding would be made available no detail had been provided to date.

A member enquired how it had been proposed to make savings to the community services budget and if these cuts would lead to a reduction in services. Officers responded that the primary reason had been the income generated from the new leisure centre so it had been attributable to an increase in income as opposed to a cut in service.

A member noted that the Property Services budget had been increased by around £800,000 and questioned why such a large increase would be occurring. Officers offered

to respond to this following the meeting, as it had not been immediately apparent at first glance.

A member noted that the Coalville Regeneration Programme featured work associated with a Coalville railway station and expressed a wish to see similar works carried out at Ashby de la Zouch and at other locations throughout the district. Concerns were also raised at the marked increase in the cost of using public conveniences in Ashby de la Zouch, but officers confirmed that these increased costs had been in line with inflation.

Members asked how much income would have been generated had there not been a freeze on council tax, and officers advised that this is something which would have to be worked out and brought back to members, however it was noted that this freeze had created some element of income which would have been foregone if the council tax had increased.

A member enquired where the receipt for the sale of the council offices and the car park appeared in the budget and if it had been included as capital receipt. Officers advised that it had not been factored in at present and offered clarification around the separate issues of the business case for the accommodation changes and plans for the future site, and what the future income stream might be.

RESOLVED THAT:

Corporate Scrutiny Committee provide comments on the Draft General Fund Budget and Council Tax 2023/24 (Appendix 1) for consideration by Cabinet on 10 January 2023.

75. DRAFT HOUSING REVENUE ACCOUNT BUDGET AND RENTS 2023/24

The Interim Head of Finance and S151 Officer presented the report and outlined that inflationary pressures had been a major strain which the HRA had seen. There had been a proposal to increase rents which would generate an extra £1.5m but this increase would be under the rate of inflation which the country is currently experiencing. It was noted that the affordable rent homes would continue to be capped at the relevant local housing allowance level.

A member requested clarification on the large investment proposed to restructure the asset management team and asked for more information on exactly what the £350,000 would be spent on. Officers advised that this was still in process but would primarily be staff focussed and at the time of the meeting was dependant on various factors such as staff changes, which could be discussed outside of the public meeting.

A member expressed disappointment at the reduction in the zero-carbon budget and asked whether the council would be able to reach the zero carbon goals given this cut. The question as to why there had been such a considerable reduction in government funding towards the zero-carbon budget was also raised. Officers explained that there had been a combination of things happening, for example awaiting government grants for which applications had been made to inflate the programme back to its former state. In terms of a future approach, it was recommended that the council take a more conservative estimate of what government may fund in future and that this had been factored in.

A member enquired about the obligations of the council around new tenancies and EPC and existing tenancies and EPC and was advised that the whole programme was geared towards achieving this target and was assured that 2025 and 2028 targets would be met.

A member raised concerns regarding the new build programme and requested figures around what was expected to be achieved. Officers responded that these figures would be included as part of quarterly monitoring so would be available shortly and assured members that three major sites were being actively pursued.

RESOLVED THAT:

Corporate Scrutiny Committee provide comments on the Draft General Fund Budget and Council Tax 2023/24 (Appendix 1) for consideration by Cabinet on 10 January 2023.

The meeting commenced at 6.00 pm

The Chairman closed the meeting at 8.00 pm

Corporate Scrutiny Committee – WORK PROGRAMME (as at 28/02/23)

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
8 March 2023				
8 March 2023	2022/23 Quarter 3 Performance Report	Laura Staveley, Organisation Development Team Leader		30 minutes
8 March 2023	UK Shared Prosperity Fund To provide an update on the UK Shared Prosperity Fund, an overview of deliverables and outline necessary consents to be sought from Cabinet	Barrie Walford, Economic Regeneration Team Manager		20 minutes
8 March 2023	Repairs Scoping	Karen Connell, Interim Head of Housing		15 minutes
14 June 2023				
14 June 2023	Zero Carbon Annual Update	Paul Sanders, Head of Community Services		30 minutes
14 June 2023	2022/23 Quarter 4 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development		30 minutes

Date of meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
14 June 2023	Scrutiny Annual Report	Andy Barton, Strategic Director of Housing and Customer Services		15 minutes

Requests for Items – None received

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

- 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 are suitable for Scrutiny when	Topics are not 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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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – WEDNESDAY, 8 MARCH 2023

Title of Report	2022/23 QUARTER 3 PERFORMANCE REPORT	
Presented by	Laura Staveley Performance Team Leader	
Background Papers	Council Delivery Plan Agenda for Council on Tuesday, 7th September, 2021, 6.30 pm - North West Leicestershire District Council nwleics.gov.uk C.	Public Report: Yes
Financial Implications	<p>This report provides an update on the Council's forecast financial out-turn for 2022/23 as at Quarter 3 (31 December 2022). Section 3 of the report summarises the latest forecast and Appendix 2 provides further detail on the position.</p> <p>Whilst the Council continues to faces significant financial pressures from inflation there has been a significant improvement in the forecast year end position since Quarter 2. This follows an enhanced focus by the organisation to provide realistic forecasts.</p> <p>The General Fund forecast overspend is £1.3 million, a £0.6 million improvement since Quarter 2 leading to a reduced drawdown from reserves than planned.</p> <p>The Housing Revenue Account is projecting a surplus of £1.2 million, a £1.8 million favourable variance since Quarter 2.</p>	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	There are no direct legal implications arising.	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	Insert any staffing and corporate implications to be considered.	
	Signed off by the Head of Paid Service: Yes	
Reason Agenda Item Submitted to Scrutiny Committee	The report provides members of the Committee with information on the performance and progress made against the Corporate Delivery Plan actions and performance indicators for Quarter 3 of the financial year (October to December 2022).	

Recommendations	That the committee notes the report and provides comments for consideration by Cabinet at its meeting on 28 March 2023.
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1. INTRODUCTION

- 1.1 This report provides an update of the Councils key objectives and performance indicators for the third quarter of the financial year – the period October to December 2022. Performance is managed at a strategic, service, operational and individual level. This report provides information measured against the Council Delivery Plan agreed by full Council in September 2021. The detail of Quarter three performance is set out in Appendix 1 below.
- 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

- 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 the tables below at 3. Below. During the quarter twenty-seven of the thirty-five actions in the Council Delivery Plan were in progress and eight had been achieved’. Looking at the forty-four performance indicators, at the end of Quarter 3, twenty-seven had been achieved, one was within 5% tolerance, five had not been achieved and eleven are reported annually (or where the data was not available at the time of writing this report).

Council Delivery Plan Actions 2022/23	Actual	
Number of actions achieved.	8	
Number of actions in progress	27	
TOTAL	35	
Performance Indicators 2022/23	Actual	RAG
Number of targets achieved.	27	★
Number of targets within 5% variance of target (10% financial)	1	●

Number of targets Not achieved		5		▲	
Annual Measure / Not applicable		11			
TOTAL		44			

2.3 The following notable achievements are some of the highlights of the quarter three report: -

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

- Footfall at the Coalville Newmarket Footfall has continued to increase by a third on the previous quarter despite the difficult economic and trading conditions in the retail sectors. We continue to promote the facility through targeted events designed to increase the footfall in the market and it's immediate outdoor vicinity.
- Following preparatory work in quarter three, a marketing exercise to seek a new cinema operator for Coalville town centre is scheduled for the fourth quarter of the year.
- The Council is continuing to consider options for the former Hermitage Leisure Centre site, which will now be demolished during quarter four.

2.5 Our communities are safe, healthy, and connected.

- The new Customer Service Centre opened to the public in the quarter, in late November 2022. This is a modern bright and inviting space for our face-to-face customer interactions conveniently located right in the centre of the Coalville town centre shopping area. Initial customer feedback and usage has been very positive and the new centre will help us to serve our customers who may prefer to access our services in a more traditional face-to-face manner.
- Work is continuing in collaboration with partners in the town and parish Councils to further develop the Neighbourhood plans.
- Stakeholders consultation events on the Community Health and well-being plan took place during the quarter with the focus being on the best start in life, staying healthy and well, Living and supported well and Dying well considerations.

2.6 Local people live in High quality, affordable homes.

- A total of thirteen social housing properties were passed to the Housing Management service for rental allocation during the financial year, which means the target of nine has been exceeded.
- The work on estate improvement is continuing with parking improvements completed in Cropston Drive, Coalville and work scheduled in Main Street Long Whatton for quarter two 2023. Footbridges on the Riverway estate are being reviewed for removal and replacement, and a fencing pilot scheme in the area is being further developed.
- A separate report on the progress with the Housing Repairs service is the subject of a detailed agenda item on this Committee to outline the measures being implemented to improve performance in this area of the Council's work.

2.7 Support for businesses and helping people into jobs.

- The North West Leicestershire Economic Growth plan has been completed and adopted.

- The Economic development team have included two recent examples of the success of private companies developing their investment and operations at locations within the district involving 440 jobs.
- The Council has continued to contribute to the work of the East Midlands Development Corporation Interim Vehicle (EMDevCo). A strategic masterplan/infrastructure and delivery strategy is currently underway.
- Engagement with the government, the EMF Board, and others on the work of the East Midlands Freeport continued during the quarter.

2.8 Developing a clean and green district

- The Council has continued to work with the National Forest to further develop the Heart of the Forest masterplan and the Sustainable Tourism Accommodation design guide.
- Electric charging points are now live at the Whitwick and Coalville Leisure Centre and installations are being planned at the new Council Headquarters at Whitwick Business Centre.
- A zero-litter project Board has been established to help manage and steer the work around tackling litter throughout the district area. The early work has included improvements to the fly tipping procedure, continuing to provide equipment to volunteers, new events to recruit more volunteers at local levels, provision of litter bags and stickers for street litter bins to encourage dog owners to use the regular litter bins for dog waste.
- Further actions were taken by our leisure partner Everyone Active as part of the objective to reduce the carbon emissions of the leisure centres in Whitwick and Ashby-de-la-Zouch.

3. SUMMARY OF FINANCIAL FORECAST QUARTER 3

3.1 The forecast of the financial position, based on the position as at 31 December 2022, is shown at Appendix 2. The key headlines are shown below.

3.2 General Fund Revenue Budget

3.2.1 The table below summarises the latest forecast position on the General Fund Revenue:

	Revised Budget	Forecast Net Expenditure	Variance
	£'000	£'000	£'000
Net Service Expenditure	16,705	17,072	367
Journey to Self Sufficiency Savings Target	-895	0	895
Net Revenue Expenditure	15,810	17,072	1,262
Contribution to Reserves	1,196	301	-895
Budget Requirement	17,006	17,373	367

3.2.2 The Council set its budget for the 2022/23 financial year in February 2022. This was based on the council making a contribution to the Journey to Self Sufficiency Reserve of £1,196k arising from a surplus in net service expenditure of £301k and achieving a savings target of £895k.

- 3.5 The latest forecasts show a projected overspend of £367k on net service expenditure largely due to the pay award being significantly higher than budgeted (£508k). There are a range of service pressures primarily arising due to the cost-of-living crisis which is impacting upon service costs and demand which are being offset by increased income from investment income (£390k) and savings on net financing costs (£132k). More detail on the service pressures is shown in Appendix 2.
- 3.6 The council has not made sufficient progress in reducing its cost base to meet its Journey to Self Sufficiency savings target. This combined with service pressures means that the planned contribution to reserves is unlikely to be achieved.
- 3.7 The council has been exploring ways to reduce its forecast cost projections for the remainder of the financial year in order to minimise any the use of reserves to finance the projected overspend and has been successful in reducing the forecast overspend since Q2 by over £600k.

3.3 Housing Revenue Account (HRA)

- 3.3.1 The HRA is projecting a surplus of £1,183k. This is largely due to a forecast underspend on repairs (£992k) and increased rental income (£735k) which are also offsetting the pay award being higher than budgeted (£198k) and the Journey to Self Sufficiency Savings not being achieved (£325k). More detail on the service pressures is shown in Appendix 2.

3.4 Capital Programme General Fund and Housing Revenue Account (HRA)

- 3.4.1 The table below summarises the latest forecast position on the Capital Programme for the General Fund and Housing Revenue Account.

	Revised Budget	Forecast Net Expenditure	Variance
	£'000	£'000	£'000
General Fund	18,900	7,200	-11,700
Housing Revenue Account	24,500	9,400	-15,100

- 3.4.2 The has been very significant reprofiling of expenditure from 2022/23 to future financial years. The General Fund forecast spending variance is a 62% reduction on budget and the HRA forecast spending variance is also a 62% reduction on budget.
- 3.4.3 The magnitude of this reprofiling suggests a significant optimism bias in the pace at which capital investment plans are delivered which affect service delivery. It should be noted the delay in schemes being delivered does also has a positive impact on the revenue budget as capital financing costs (interest and provision for debt repayment) is also delayed until future years.

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	Mike Murphy Head of Human Resources and Organisation Development mike.murphy@nwleicestershire.gov.uk

APPENDIX 1.

Council Delivery Plan 2022/23 Quarterly Report QTR 3

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 2022/23			Quarter 3 Performance						
Complete Coalville’s Regeneration Framework and commence delivery. In progress			The draft Coalville Regeneration Framework document for 2023 has now been completed and will be presented to the January 10 2023 Cabinet meeting. It is envisioned that this becomes a rolling annual document and will be updated on an ongoing basis to reflect the ongoing and emerging regeneration projects for Coalville.						
Begin construction of Marlborough Square new public space. In progress			The construction contract cannot be awarded until the Section 278 agreement (alterations or improvements to a public highway) has been completed and the contractor has undertaken a re-pricing exercise.						
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. In progress			Newmarket welcomed 10,345 visitors this quarter, an increase of 34 % on the last quarter. The market team has worked hard to drive footfall whilst focusing on activities and events to attract customers into Newmarket to help grow businesses. Three hundred visitors regularly come to Newmarket on a Saturday to take part in the Creative Kids Club. Families often prolong their stay to enjoy food from the catering outlets and browse the market stalls. 108 children took part in Superheroes activities during October half term. Sixty-one children had not previously visited Newmarket. Total footfall over the three days was 775customers. The outdoor activities on Marlborough Square at Christmas in Coalville helped to attract approximately 1700 visitors to Newmarket, many for the first time. All traders reported an uplift in sales.						
<table><tr><th>Footfall Quarter two 2022/2023</th><th>Footfall Quarter Three 2022/2023</th><th>% + / - (from last period)</th></tr><tr><td>7,693</td><td>10,345</td><td>+ 34%</td></tr></table>			Footfall Quarter two 2022/2023	Footfall Quarter Three 2022/2023	% + / - (from last period)	7,693	10,345	+ 34%	
Footfall Quarter two 2022/2023	Footfall Quarter Three 2022/2023	% + / - (from last period)							
7,693	10,345	+ 34%							
Seek a cinema operator for Coalville. In progress			A marketing exercise to seek a cinema operator is planned for Quarter four 2022/23						

<p>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.</p> <p>In progress</p>	<p>This project has now been split into two strands: the Hermitage Leisure Centre (HLC) building and site, and the Hermitage Recreation Ground (HRG). Cabinet has approved the demolition of the HLC building and consideration will now be given to developing a business case to assess if it is feasible to create a small residential development on the site in advance of the site's appropriation to the Housing Revenue Account (HRA). Consideration will also be given to reinvesting the savings generated to the General Fund account into the HRG as part of an Active Community Zone.</p> <p>Whilst the Active Community Zone cannot be progressed until the business case for the HLC site has been assessed and, if appropriate, approved, proposals to develop an Ecopark on the HRG have been progressing. These proposals will be developed in line with stakeholder feedback from the various consultations undertaken, and could include tree planting, a Tiny Forest, increased footpaths to allow for more cycling and walking, a trim trail, interactive nodes, and significant biodiversity improvements. The intention would be that the Ecopark is developed and maintained with no additional capital or revenue financial support required from the Council. Once proposals have been developed, further stakeholder engagement will be undertaken, including a report to Scrutiny Committee and Cabinet.</p>
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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 2022/23	Performance	Commentary
Increase footfall in Coalville town centre per annum	12.6%	3%	★	The latest available footfall records for Coalville town centre show an increase from three hundred and seventeen thousand seven hundred and nine in October 2021 to three hundred and fifty-seven thousand eight hundred and sixty-four recorded in October 2022 showing a twelve-point six percent increase for the same period.
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 schemes continue to perform above the local standard to ensure that they meet the Council's design and healthy life expectations.
High Street Retail Vacancy Rate in Coalville is below national average	11.6%	< 13.7% * *Note: targets for 2021/22 /23 may vary as National Average varies	★	Coalville town centre vacancy rates, as recorded in October 2022, had decreased further and stands at 11.6%.

Increase the number of Coalville events attendees by 500 per 2022/23 from baseline of 5000 in 2020/21	<div>5000 (Q3)</div> <div>4119 (Q2)</div> <div>3000 (Q1)</div> <div>This is total visits per quarter</div>	<div>6000</div> <div>Annual target</div>	<div>★</div>	<div>One event was delivered in the quarter - ‘Christmas in Coalville’. A one-day event hosted in Coalville Town Centre (Belvoir Shopping Centre, Marlborough Square, Newmarket and Needham’s Walk car park), to start the festive season and to encourage visitors and shoppers to Coalville.</div> <div>The event was well attended and supported and the response via social media was very positive.</div>																				
Trade Occupancy rates in Coalville’s Newmarket.	<table><tr><th>Trading Day</th><th>% Occupancy Rate Quarter Two 2022/2023</th><th>% Occupancy Rate Quarter Three 2022/2023</th><th>% + / - (from last period)</th></tr><tr><td>Tue</td><td>37%</td><td>41%</td><td>4%</td></tr><tr><td>Thur</td><td>45%</td><td>50%</td><td>5%</td></tr><tr><td>Fri</td><td>44%</td><td>50%</td><td>6%</td></tr><tr><td>Sat</td><td>41%</td><td>55%</td><td>14%</td></tr></table>	Trading Day	% Occupancy Rate Quarter Two 2022/2023	% Occupancy Rate Quarter Three 2022/2023	% + / - (from last period)	Tue	37%	41%	4%	Thur	45%	50%	5%	Fri	44%	50%	6%	Sat	41%	55%	14%	<div>88%</div>	<div>▲</div> <div>Average occupancy rate is forty nine percent this quarter which is forty four percent below target.</div>	<div>Occupancy rates have remained steady and have risen by fourteen percent on a Saturday compared with last quarter. Officers initiated a campaign to offer two stalls for the price of one during the festive period but feedback from outreach work suggested that many traders focus on outdoor Christmas markets and events during November and December.</div>
Trading Day	% Occupancy Rate Quarter Two 2022/2023	% Occupancy Rate Quarter Three 2022/2023	% + / - (from last period)																					
Tue	37%	41%	4%																					
Thur	45%	50%	5%																					
Fri	44%	50%	6%																					
Sat	41%	55%	14%																					

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 2022/23	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>The Customer Centre opened to the public on the 29th of November this is a modern bright and inviting space for customers with an excellent self-serve area. The self-serve area has been designed with customers in mind and making it as accessible to everyone as possible, this space has been utilised a lot since opening. Customer Services are offering an appointment system for more complex enquiries but also have a floor walker for drop-in enquiries and to assist customers to self-serve. This is in addition to our Welcome desk which supports customers with basic enquiries.</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>Achieved</p>	<p>Completed in Q4 2021/22</p>
<p>Encourage and support town and Parish Councils to write and prepare their own Neighbourhood plans.</p> <p>In progress</p>	<p>Four Neighbourhood Plan groups are currently being supported for new Neighbourhood Plans. In addition, one (Ashby de la Zouch) commenced review of existing plan.</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 took place January – March 2022. Initial report back from consultation to Local Plan Committee 12 July 2022. A Development Strategy has been agreed by the Local Plan Committee on 27 September 2022. Further report planned for February 2023.</p>
<p>As part of the Integrated Neighbourhood Team (INT), 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</p>	<p>Work on developing the North West Leicestershire (NWL) Community Health and Wellbeing Plan continues in partnership with the Integrated Care Board (ICB – formerly Clinical Commissioning Group) and other</p>

<p>stakeholders, develop a locality based Healthy Communities plan aimed at tackling significant health inequalities in North West Leicestershire.</p> <p>In progress</p>	<p>stakeholders. Actions undertaken in the quarter include.</p> <ul style="list-style-type: none"> • The ICB delivered workshops to the Integrated Neighbourhood Team (INT) on the new Integrated Care Strategy (ICS), Core20PLUS5, Health Inequalities, the roles of the INT and a workshop on the Community Health and Wellbeing Plan. • The INT were presented with data and emerging priorities identified in the NWL Health Needs Analysis completed by the ICB. • The NWLDC Health and Wellbeing Team Leader and ICB Planning Manager completed a light touch consultation session with the NWL Health and Wellbeing Partnership in October on the emerging priorities with discussions around what the data shows against what we see 'on the ground'. • A full stakeholder consultation session on the emerging priorities for the plan was facilitated by NWLDC and the ICB in Dec. The sessions looked at what was done well, what the gaps were and what steps can be taken for each life course (Best Start in Life, Staying Healthy and well, Living and Supported Well, Dying Well). • The feedback from the consultation session is being analysed and will be available early January 2023. • The next steps involve reducing the priorities down to the most important and or realistic to deliver against given current resources. There is not a set number of priorities to be identified, however around 3-5 is desirable to ensure delivering against them is realistic and effective. A fluid Community Health and Wellbeing Plan which can evolve/change/respond to emerging issues will then be finalised. • Members will be engaged on the proposed refreshed approach and priorities in Q4 in advance of an engagement at Community Scrutiny in April 2023.
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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 2022/23	Performance	Commentary
Number of online accounts	46,104	40,000	★	<p>Number of online accounts Quarter 3 is 1420</p> <p>Total number accounts to date 46,104</p> <p>Our monthly target is 450 new.</p> <p>online accounts. This quarter we averaged 473 accounts per month this was to do with the free tree/bush as this saw people create accounts who would not ordinarily contact us.</p>
Number of online forms submitted by customers (transactions)	4307	4,000	★	<p>Average per month for quarter three was 4307 which was 307 per month more than our monthly target. Form submissions can vary depending upon if a form is created for a specific event can get a lot of traction. The more online forms we have the more submissions we will see.</p>
Percentage of customer satisfaction (Customer Services)	91%	95%	●	<p>Ninety-one percent when combining?</p> <p>all satisfaction ratings</p> <p>The overall satisfaction rating was</p>

				reduced due to speed of answer satisfaction. This is a difficult one for us to improve as the more complex enquiries we receive the longer the call time is which naturally impacts on the call waiting time. We are always monitoring our call statistics to make sure where improvements can be made, they are
The percentage of adults in North West Leicestershire who are overweight or obese.		71.3%		This is an annual indicator which will be reported on in Q4
Levels of participation at Hermitage / Whitwick and Coalville Leisure Centres.	579,979	323,893 Annual Target 80,973 Quarterly Target Q2 Actual: 402,067 Q1 Actual: 206,372	★	The new centre enjoyed another strong quarter, on the back of the successes previously reported in Q1 and Q2, although the initial impact of its opening had noticeably tailed off in terms of fitness membership. Over the course of what is historically the hardest quarter in terms of usage and new joins, Fitness Membership dropped slightly from 4,046 to 3,831, whilst Swim Lesson Pupils rose from 2,054 to 2,129. Both figures are above the targets identified within Everyone Active's tender submission for the end of the first mature year following the opening of the centre. The expansion of the Enrych inclusive user sessions, allied to the addition of the SK8 House roller skating sessions to the programme in Q3, saw

				sports hall utilisation within the centre rise from 51.4% at the former Hermitage Leisure Centre in December 2021, to an impressive 66.46% at the new centre in December 2022, despite it being 33% larger.
Levels of participation at Hood Park / Ashby Leisure Centre	305,548	371,526 Annual Target 92,881 Quarterly Target Q2 Actual: 216,560 Q2 Actual: 105,591	★	<p>The impact of the new Whitwick and Coalville Leisure Centre (WCLC) can be clearly seen on Ashby Leisure Centre and Lido (ALCL), with many customers that previously predominantly used Ashby migrating their usage patterns to the new centre. Fitness Memberships dropped from 1,645 to 1,569, whilst swim lesson pupils dropped from 1,443 to 1,381. Despite this the continued migration of events from the W&CLC to Ashby during the quarter saw year end sports hall utilisation rise from 46% to 49%. Externally, usage levels have been negatively impacted because of Ivanhoe College bringing the management of the Ivanhoe All-Weather pitch facility back in house as these attendance figures are now omitted from the report, and the closure of the former ball courts as part of a full refurbishment and re-brand to the Ashby 3G Football Hub. Early 92% utilisation of the new</p>

				<p>facility points to a positive customer response to a development that compliments the refurbished centre and lido, along with the refurbished ball courts.</p> <p>Whilst ALCL usage is down as compared to target, the combined total usage of WCLC and ALCL exceeds target by almost 21,000 at the end of quarter.</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 2022/23s x 481 homes)		Annual target
Number of new Neighbourhood Plans made	1	2 Annual Target		One plan made (Blackfordy). A referendum on another plan (Swannington) is possible by end of Q4.
Number of new locations for mobile CCTV cameras in partnership with local stakeholders including parish and town Councils to help make our communities safer.	4	5 Annual Target		<p>All requests for the installation of mobile CCTV cameras are considered in accordance with data protection legislation. A mobile camera will only be positioned if both the data protection impact assessment (DPIA) concludes that it is proportionate to do so and it is cost effective.</p> <p>New locations within Measham, Castle Donington, Ravenstone and Agar Nook have been considered.</p> <p>Following the DPIA assessment of all locations,</p>

				work is underway to locate mobile cameras in four locations within Castle Donington, associated with theft from motor vehicles and anti-social behaviour. A further mobile camera will remain in place on Garendon Road as a result of crime and anti-social behaviour.
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Local People live in high quality, affordable homes.

Our aims

Increase the number of affordable homes in the district.

Improve the quality of our Council housing – Improve the quality of private rented accommodation.

Key tasks 2022/23	Quarter 3 Performance
<p>New Council Housing Supply – ensure we deliver at least 10 additional NWL Council Homes.</p> <p>Achieved</p>	<p>We have taken on thirteen new properties (a mixture of mid terrace, end terrace, semi-detached houses, and semi-detached bungalows all of which are two bedrooms) to date which are let out to new tenants already. We also have plans to bring two semi-detached bungalows and one detached bungalow in to the portfolio in the Osgathorpe area through purchases that are being actively worked on.</p>
<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.</p> <p>In progress</p>	<p>Throughout recent months we have reviewed the property portfolio and have aligned this with our current goals for development and the needs of the district. Therefore, we have adjusted the table below to show the number of sites at each key stage of development. These developments are to be driven by the Council on Council land with the support of external contractors as opposed to purchases of completed properties.</p> <ol style="list-style-type: none"> 1) Desktop Site Feasibility – NONE 2) Scheme Design – 2 Sites 3) Site Acquisition - NONE 4) Procurement – 2 Sites 5) Building Contract – NONE 6) Post Contract Handover – 1 Site 7) Post Completion – 2 Sites

	<p>The proposed properties to be procured and built as per these scheme designs are a mix of one-to-three-bedroom houses and bungalows. This spread is driven by our housing register and is geared to provide what our resident are telling us they need.</p>
<p>New Housing Supply - Work with housing associations & partners to deliver 1000 new affordable homes over the next 5 years to help meet local housing needs.</p> <p>In progress</p>	<p>45 additional units were confirmed as completed in quarter three.</p> <p>This brings completions so far this year to 117. Since April 2021 412 homes have been completed. Therefore, we are still on target to reach the target over five years.</p>
<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> <p>In progress</p>	<p>The works completed from the previous report is still ongoing, Construction, Design & Management (CDM) and Health & Safety (H & S) compliance checks have been fully completed in Q1 and Q2. The investment works with component replacements are in progress The Housing Assets Team are closely managing the housing improvement works to ensure that the investment programme is completed by the 31st March 2023.</p> <p>We are in a healthy financial position to continue works going into the new financial year 2022/23.</p> <p>The Housing Improvement Programme team have completed all the required CDM 22/23 programme as well as outstanding works carried over from the previous year 21/22. This was completed during Q2 of the current financial year.</p> <p>The HIP team have experienced a shortage of labour to progress the programme in-house. The procurement of a support contractor appointed in quarter three is paying dividends.</p>
<p>Commence a programme of additional improvement works, worth up to £2.4m to complete improvement works deferred from 2020/21 as a result of the Covid-19 pandemic.</p> <p>In progress</p>	<p>A contractor has been procured and managed by Housing Commercial Services Team.</p> <p>All works will be completed by the 31st March 2023 via UK Gas, who are the approved contractor.</p>

	<p>The service has experienced installation challenges which must be monitored closely against non-decency standards. We do have some work to do to increase performance in this area by delivering a robust programme of works whilst improving our stock condition data.</p>
<p>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.</p> <p>In progress</p>	<p>The works on estate improvements are going well. Parking improvements have been completed in Cropston Drive in Coalville and parking improvements at Main Street Long Whatton are due to be completed in Quarter 2 (July 23). We also have four car parking sites in Melrose Road, Thringstone being mobilised with a projected completion in Autumn, this year.</p> <p>The demolition of the two deteriorating footbridges on the Riverway Estate, Measham are currently being reviewed for removal and replacement. Alliance have provided construction drawings to approve and submit to planning. Works are envisaged to commence to commence in Jan 23 with a completion planned for March 2023</p> <p>Fencing – A pilot was set up on the Riverway Estate on Pipit Close in the previous financial year to improve the appearance of the dilapidated stores, garages and fencing. The second phase of these works is underway, and all the rear and side elevations complete. Works are to be fully signed off in January 2023</p>
<p>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.</p> <p>In progress</p>	<p>Most of the redevelopment work at the caravan site has now been completed. The new welfare block is open and being used by the residents. The remaining works, which are in the main general landscaping to the site will be completed once the weather improves during Q4.</p>

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

Performance Indicator	Actual	Target 2022/23	Performance	Commentary
Percentage of major residential development schemes scoring / performing positively	100%	90%	★	The team continue to exceed this standard when determining planning applications.
Percentage of major planning applications determined within 13 weeks.	100%	75%	★	All major applications in this quarter were determined within the 13-week deadline which comfortably exceeds both the local and national performance targets.
Percentage of minor planning applications determined within 8 weeks	90.20%	80%	★	The team has comfortably met both local and national performance targets for the determination of the minor category of applications in the statutory 8-week period.
Percentage of other planning applications determined within 8 weeks	94.96%	85%	★	The team has comfortably met both local and national performance targets for the determination of the others category of applications in the statutory 8-week period.
Percentage of all repairs completed within target	YTD 94.5%	94%	★	
Average length of time taken to re-let a Council property when it becomes vacant	25 days	28 days	★	The average length of time taken to re-let a Council property during Q3 was 25 days which has reduced the cumulative performance for the year to 38 days. Further

				improvements are anticipated during Q4
Number of New Council Homes delivered within 2022/23. Built, Purchased, or through S106 Bid TOTAL	13	10	★	
Number of New affordable homes delivered by Housing Associations & Partners within the year.	45 in quarter	1000 between 2021/22 and 2025/26		We are still on target to achieve the target over the given 5-year period. This is a five yearly target.
Number, type & Value of components improved across NWL Council Homes in 2022/23. Bathrooms, Kitchens, Electrical Rewire, Roof, Heating or Other Total Components Total Spend	<u>286</u> <u>£1.704m</u>	 £6.9m Yearly target	▲	Consists of 24 Bathrooms. 41 Electrical Upgrades. 50 Heating Upgrades. 47 Door Replacements. 20 Kitchens. 30 Roofs. 74 Set of Windows. The programme is suffering delay, see Scrutiny agenda item on this specific issue
Number, type & value of adaptations to homes for our most vulnerable tenants	Major – 69 - £354,768.10 Minor – 71 - £18,860.70	£300k	★	

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 2022/23	Quarter 3 Performance
Update the North West Leicestershire Economic Growth Plan and commence delivery. Achieved	The North West Leicestershire Economic Growth Plan has been completed and adopted.
Enable business growth and inward investment in North West Leicestershire that contributes to the objectives of NWL Economic Growth Plan. Achieved	DSV (A transport and Logistics company based at Mercia) are now working at full capacity and won three new contracts since June 2022. The company have invested an additional £3million on robotic solutions at the site and have approximately four hundred staff on site. Officers are working with the Charles Kendall Group who have now secured tenancy on new facility on Bardon Industrial Estate. The firm will be investing a further £1.4m in the district and will create up to 40 new jobs at the site.
Preserve the vibrancy of our High Streets by supporting Shop Local initiatives designed to reduce vacancy rates. In progress	Officers continue to collaborate with ShopAppy to maintain and promote a digital High Street Platform for high street shops to showcase their products and services online for a click and collect style of service. Following an initial trial, discussions are underway to look to roll the platform out to smaller high streets within the District. In Ashby the Economic Regeneration service are supporting the Ashby Business Improvement District in the promotion and roll out of the new Ashby Gift Card that will actively encourage and increase spend locally to the high street. Elsewhere in the district the existing Loyalty Card scheme will be retained to promote repeat visits to high street shops. High Street businesses across the District will be encouraged to take advantage of the loyalty card programme.
Develop our “visitor economy” offer to encourage dwell time, local spend and investment in new and improved attractions.	Projects and events continue to be developed that will increase our visitor economy offer. Quarter 3 saw festive events and activities for

In progress	local centres to increase visitor numbers, dwell time as well as an opportunity for residents celebrate in their town centre. In addition, Economic Regeneration are bidding to the UK Shared Prosperity Fund and Rural England Prosperity Fund to secure funding that, if successful, will deliver a programme of initiatives to further support the visitor economy through investment and grants.
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	This action has now been completed. The new leisure centre opened over 5 months early in February 2022, and usage since then has exceeded all expectations, with pre-Covid participation levels at both sites being achieved by April 2022.
Contribute to the work of the East Midlands Development Corporation Interim Vehicle in implementing 2022/23 One deliverable included in the Business Plan. This includes developing a strategic masterplan/infrastructure plan and delivery strategy for the East Midlands Airport Area. In progress	<p>The District has continued to contribute to the work of the East Midlands Development Corporation Interim Vehicle (EM Dev Co). Key work on developing a "strategic masterplan/infrastructure plan and delivery strategy" is being undertaken by an external commercial partner and the initial stages of this commission have been completed which will lead to a draft commercial vision report in 2023/24. The EM Dev Co "HS2 Growth Strategy Review" is underway which is being funded by government.</p> <p>The Strategic Director (Place) has attended the EM Dev Co Board meetings and the Portfolio Holder (Infrastructure) has attended the Oversight Authority on behalf of NWL.</p>
Contribute to the establishment of the East Midlands Freeport with private sector businesses, other local authorities, and government. In progress	The final business case for the East Midlands Freeport (EMF) was submitted to government in April 2022 for consideration. There is ongoing engagement between EMF and the government with expected approval and announcement in January 2023. NWLDC decided to join the EMF Company, once incorporated, at the meeting of Council in May 2022. The Portfolio Holder and Chief Executive continue to attend the EMF Board meetings on behalf of the Council.

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	Actual	Target 2022/23	Performance	Commentary
Support Inward Investment to the District	<p>2 business in Q1 equating to a recorded £1million investment and 400 new jobs.</p> <p>Four business in Q2 creating over 150 new jobs.</p> <p>2 businesses in Q3 investing over £1.5million and creating at least 40 jobs. Additionally a further £3million has been invested on robotics at the Mercia site</p>	<p>Five large Businesses per 2022/23</p> <p>1000 new jobs per 2022/23</p> <p>£1,000,000 of investment per 2022/23</p>		<p>To date eight large businesses have been supported to relocate to the district creating approximately 600 new jobs and generating over £5.5million of investment.</p> <p>This is an annual target and the commentary reflects progress to date</p>
Businesses supported to recover from the impacts of Covid-19	£1.6million to 200 eligible	£500,000 of Restart Grant shared between up to fifty businesses.	★	Work has concluded on Covid grants. As reported in Q2 The final Covid Additional Relief Funding (CARF) was awarded in Q2 paying over £1.6million to

		£250,000 of Growth Grant shared between up to ten businesses		approximately 200 eligible North West Leicestershire businesses.
Increase the number of jobs in the tourism sector in the District	Below target (-22.8% change from 2019 to 2021)	2%	▲	Information reported in Q2. No further information to be reported.
Increase annual Visitor spend.	Below target (-16.4% change from 2019 to 2021)	2%	▲	Information reported in Q2. No further information to be reported.
Increase the number of overnight stays in NWL 2022/23 on 2022/23	Below target (-18.4% change from 2019 to 2021)	2%	▲	Information reported in Q2. No further information to be reported.
Work with schools / colleges and local businesses to improve employment skills / opportunities.	Working with eight schools across the district	Work with five schools per 2022/23 across the district	★	<p>Ongoing active collaborations with The SMB Group (Stephenson College), Forest Way School, The Newbridge School, Ivanhoe College, The Castle Rock School, Ibstock Community College, Castle Donington College and Ashby School with many having fully achieved or achieving Gatsby Benchmark 1</p> <p>The service have also undertaken additional work with Ashby School. The Council attended the Ashby School Careers Evening in November. Ashby School are partaking in the exciting</p>

				<p>'Career Ready' pilot project funded by SEGRO to assist Year 12 students in career decisions and to aspire them by a programme of Master Classes; Mentoring: Internships and visits to businesses. In December 13 Ashby School students visited SEGRO's Head Quarters in central London to learn more about career in construction and logistics.</p>
<p>Support Market Town Businesses to respond to transformational opportunities.</p>	<p>6 training sessions for 16 business (there are no grants included in this third cohort)</p>	<p>Deliver 5 Digital Growth Training Sessions.</p> <p>Support twenty-five businesses to Access Digital Growth Training.</p> <p>Provide £10,000 of Digital Growth Grants</p>	★	<p>The original digital training sessions concluded in 2021 with all grants being paid out to businesses who successfully completed the training programmes. Our Third and final Digital Skills cohort concluded in November. The third cohort was made up of two groups totalling sixteen businesses will be taken through training on business/digital strategy, social media advertising and use of social media, Search Engine Optimisation, and use of Website Analytics. Whilst there is no cash grant attached to cohort three, business who completed the training will be able to use grant funding to access further 1:2:1 support for a digital high street specialist.</p>
<p>% of construction materials used in the construction of the new Whitwick and Coalville Leisure Centre that are sourced in the local area.</p>		<p>25%</p>	★	<p>The leisure centre was completed in February 2022, this performance indicator has already been reported in 2021/22.</p>

Local economic value to the local area as a result of the construction of the new Whitwick and Coalville Leisure Centre. (Target £2.2m)		£0.4m	★	The leisure centre was completed in February 2022, this performance indicator has already been reported.
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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 2022/23	Quarter 3 Performance
<p>Increase recycling rates by at least 1% per annum through our Recycle more campaign.</p> <p>In progress</p>	<ul style="list-style-type: none"> 2020/21 - 42.5%, confirmed by the Department for Environment, Food and Rural Affairs (Defra). 2021/22 - to be confirmed by Defra in March 2023. However, internal estimate projects it will be approximately 44.78% 2022/23 - to be confirmed by Defra in late 2023 / early 2024. However, current internal estimate projects it will be approximately 43.57%, however please note the financial year does not end until March 2023.
<p>Support towns and villages to develop an identity associated with the National Forest open spaces.</p> <p>In progress</p>	<p>The Council continued to work with the National Forest to develop the following initiatives:</p> <ul style="list-style-type: none"> Heart of The Forest masterplan – work on this continues. Community engagement and consultation on the draft masterplan commenced in Q1. The final report is scheduled for completion and launch in early 2023. Progression and implementation of the masterplan forms part of the UKSPF Investment Plan. Sustainable Tourism Accommodation design guide and Accelerator Programme - work on this programme continues and throughout 2022/23. Moira Furnace has been identified as an asset for further feasibility work under this programme, which could support the future sustainability and development of the site

	as a tourist attraction. Progression and implementation of initiatives at Moira Furnace will form part of the UKSPF application.
Review our employee travel and allowances to help deliver the Zero Carbon Roadmap. In progress	Conversations are continuing with the local trade unions to work towards changes in the allowances.
Explore the setting up of a Carbon offset fund as part of the Local Planning process. In progress	The Local Plan Project Board agreed to defer pending outcome from Local Plan consultation and more certainty regarding amount of growth required.
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. In progress	<ul style="list-style-type: none"> • The new energy tariffs for the period from October 2022 to 30 September 2023 have been received. The impact of this has doubled the “per kilowatt hour” rate and seen the standing daily charge rise. • The Council's corporate in-year charging policy gained the necessary approvals to increase the per kilowatt hour tariff from <u>thirty pence to seventy pence</u>. This will be implemented from 9 January 2023, giving users one month notice of the change. This tariff change is critical to maintain return on investment and cover the net cost of the service. • The Council's communications team has produced the necessary press statement and assisted with the notifications being uploaded to the webpage and in the car parks. • Electric vehicle charging point provision is now live at Whitwick and Coalville Leisure Centre and installation is being planned as part of the accommodation changes at Whitwick Business Centre. • Following the letter sent to the Chair of Ibstock Parish Council with a 14 October 2022 deadline to make clear their intentions, and a further letter informing them that the District Council is accelerating its commercial opportunities in these locations. A response from the parish clerk on 15 November 2022 confirmed that they do not wish to proceed any further taking over the two car parks in Ibstock as the outlay and ongoing management

	<p>required far exceeds the capabilities of the parish Council.</p> <ul style="list-style-type: none"> Funding options continue to be explored for the Flex D/solar Photovoltaics project at London Road Car Park
<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>Full cabinet approval of the Fleet Management strategy was secured in November 2022. The order of six housing vans and one spare vehicle has now been placed through Motus Group Ltd. The lead time for delivery has been confirmed as six months. Procurement of cars is progress in line with the Cabinet procurement decision in November 2022.</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>A report identifying carbon footprint performance for the Council's commercial property portfolio has been prepared along with recommendations for achieving greater carbon efficiency. The next step is to assess the business case for various proposals at each property and develop an implementation strategy.</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>A Zero Litter Project Board has been set up to help manage and steer the work around tackling litter throughout the district. The group are working on multiple streams of work and projects that have all been put together under the Zero Litter heading, with particular emphasis on enhancing the work of volunteers and streamlining processes between the Environmental Protection Team and the Waste Services Team. The following initiatives and processes have been implemented so far.</p> <ul style="list-style-type: none"> The fly tipping procedure has been streamlined, which will result in far less overlap of services, thus reducing instances of doing the same job twice, and resulting in better capture of data for the recording of fly tipping incidents and better evidence gathering to ensure appropriate action is taken where evidence is found. Further partnership work has been undertaken in the last quarter to help improve the efficiency of the joint working and improve the use of the back-office system so that the Uniform system helps to take the strain, rather than officer time.

- The continuation of providing equipment for volunteer litter pickers throughout the district, along with supporting community run litter picks. Eight new volunteers have been recruited in Quarter three of this year to go with the over four hundred already signed up.
- Supplied equipment and collected waste from one group litter pick consisting of six volunteers.
- A new event called “Pick your own street” was also rolled out and a further one hundred and seven volunteers signed up for this event, and again the Council provided all equipment. This was part of the national “Big Spring Clean”.
- Support has been given to Ravenstone Scout group who had twenty volunteer litter pickers picking the area throughout the national campaign of The Big Green Week.
- Officers have provided an extra one thousand two hundred litter bags for North West Leicestershire Wombles and parish Councils.
- Officers had one thousand stickers printed saying ‘Dog waste accepted in this bin’ these will be stuck on all street litter bins, parks and open spaces to encourage dog owners to dispose of their pet waste responsibly. This came after speaking with dog owners who said they were unsure if they could put their pet waste into litter bins, they assumed they had to find a dog waste bin.
- A workshop was provided at the Parish Fair around littering and other work the team are involved in, while answering questions and providing advice and guidance around how officers enforce offences for littering.
- A new trailer and Matrix sign has just been purchased which can be placed at the roadside to display messages around littering and will also be used to support the street cleansing team whilst they undertake their annual A42 litter pick work to remind motorists that there is a workforce in the carriage way. This has been purchased after the successful

	hire of this during this year. Officers will take delivery of the new trailer and sign in the first week of January 2023.
<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>Achieved in Quarter one</p> <p>The GHG project was delivered successfully, Phase 1b consisted of 56 properties. All relevant documentation has been sent to BEIS and the project has also received sign off by the Chief Executive. Of the 56 properties identified on the first phase, 12 had an EPC rating of D, 17 had an EPC rating of E and 2 had an EPC rating of F. Following the completion of the works 24 properties had a new EPC rating of C, 31 had a new EPC rating of B and 1 had a new EPC rating of A.</p> <p>In total we installed 257 new green energy efficient measures at the 56 properties.</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 work with and support the Council on the journey to Zero Carbon through delivery of their Energy Management Plan 2022/23. Actions delivered in Q3 in support of reducing utility consumption and carbon emissions at the leisure centres include.</p> <ul style="list-style-type: none"> • Installation of a new Building Management System (BMS) and Ashby Leisure Centre and Lido (ALCL) • A new poolside Air Handling Unit was fitted at ALCL which feeds into the new main building BMS to optimise efficiency. • The feasibility of solar panels at ALCL is being considered. • Closer monthly monitoring of the solar panels at Whitwick and Coalville Leisure Centre (WCLC) is allowing for the savings made from them to be maximised. • All air conditioning and air handling units at WCLC have been ramped down further overnight. • All gym equipment which was previously left on overnight to allow for technological updates is now turned off.
<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>The Council's Hackney Carriage and Private Hire Licensing Policy sets out the timeframe for reducing the vehicle emissions from licensed hackney carriage and private hire vehicles.</p>

Achieved	<p>All (100%) of licensed vehicles are fitted with either a Euro 5 or 6 engine or are an ultra-low emission vehicle (ULEV).</p> <p>The Council is encouraging drivers to purchase vehicles with a Euro 6 engine or a ULEV. The Council offers a 15% reduction in the licence fee for all ULEV.</p>
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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	Actual	Target 2022/23	Performance	Commentary
Number of trees delivered to the local community to increase the number of trees in the district's National Forest area	32,574	13,000	★	<p>The scheme opened on 11 October 2022 with the hedge scheme closing early on 19 October due to meeting the confirmed quota with the tree supplier. The tree scheme closed on 29 October.</p> <p>A total of 32,574 trees were given away in the District.</p>
Percentage increase on 2022/23ly recycling rate by one%	TBC	1%	TBC	<ul style="list-style-type: none"> 2020/21 - 42.5%, confirmed by the Department for Environment, Food and Rural Affairs (Defra). 2021/22 - to be confirmed by Defra in March 2023. However, internal estimates predict it will be 44.78% 2022/23 - to be confirmed by Defra in late 2023 / early

				2024. However, current internal estimates predict it will be approximately 43.57%, however please note the financial year does not end until March 2023
Amount in kgs of household waste sent to landfill per house, per 2022/23	113kg -12kgs	125kgs	★	The amount of non-recyclable waste sent to landfill, energy from waste, or refuse derived fuel collected from each household during this quarter was 113kg, 12kg less than the target. This is encouraging as it means residents are disposing less waste in the black bin than what the target is.
% of the taxi vehicle fleet that are fitted with a Euro 5 engine or higher	100%	93%	★	All 209 licensed hackney carriage or private hire vehicles are fitted with a Euro 5 or 6 engine or are Ultra Low Emission Vehicles (ULEV) 141 of the 209 licensed vehicles (67%) are fitted with a Euro 6 engine up from 63% at the previous quarter.

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

Performance Indicator	Actual	Target 2022/23	Performance	Commentary
Percentage of rent loss	0.96%	1.20%	★	The cumulative performance as at the end of Q3 is 0.96% which in monetary terms is £128,258. During Q3 alone the rent loss was £29,799 which is a reduction compared with the two previous quarters.

Percentage of Council Tax Collected (in 2022/23 target)	82.3%	96.7%		This is an annual target, and the performance figure is as at December 2022
Percentage of National Non-Domestic Rates (in 2022/23 target)	82.3%	99.20%		This is an annual target, and the performance figure is as at December 2022
Number of days taken to process new claims.	17.2 days	18.7 days		This is an annual target, and the performance figure is as at December 2022
Percentage of rent collected from commercial tenants	97.4%	98%		Regular review of any outstanding amounts and appropriate actions taken
Percentage of commercial units occupied per annum	92%	90%	★	Karl Stevens
Amount of annual income achieved by the In-house Repairs Team	Quarter three £ 807,342.62 Year to date £ 3,141,622.94	£1,300,000	★	

Financial Monitoring up to Quarter 3 2022-23

General Fund	Annual Budgeted Position	Q3 Annual Forecast Position	Year-End Forecast Variance	Movement Between Q2 to Q3
Net Revenue Expenditure	£15.810m	£17.072m	£1.262m	(£0.613m)

The general fund forecast outturn is currently an overspend of £1.262m, which is predominantly due to unachieved targeted savings in relation to J2SS of £895k and the unfunded pay award over and above the 2% originally included in the budget which is forecast to be approximately £508k and is included in any variances on salaries below.

Other significant variances include:

- Waste Services forecast overspend of £250k which is a decrease of (£53k) from Q2. The overspend is predominantly due to an overspend on Refuse & Recycling on overtime, agency and temporary staff totalling £418k. There are also large overspends on HVO fuel of £88k and £109k on hire of vehicles due to the delay in delivery of new refuse vehicles. There is a saving of (£76k) on revenue for the purchase of refuse and recycling bins and containers which are now being funded through capital and there has been additional income from recycling materials of (£477k) but also reduced income from green bin charges of £176k.
- Property Services forecast overspend of £200k. This is made up of a large number of smaller variances, the largest being reduced rental income of £51k due to vacant properties and £36k consultancy costs for the Asset Management Plan.
- Environmental Protection forecast overspend of £196k. This is in the main due to an overspend on New Market of £90k due to an under recovery of income of £52k along with repairs and maintenance costs of £11k and other smaller variances. There is also a large overspend on Car Parks of £61k due to an overspend on electricity of £37k (partly due to an historic billing issue of £15k) and reduced parking income of £11k.
- On Investment Income there is a forecast over recovery of income of (£390k) due to increased interest rates generating additional income on investments and (£132k) saving on Net Financing Costs.
- Head of Finance & Customer Services forecast overspend of £110k due to interim cover of £37k and consultancy costs of £133k partly offset with savings on Procurement of (£58k). Along with an overspend on Finance on agency staff which are not covered by recharges of £51k.
- Revenues & Benefits forecast underspend of (£26k) which is an improvement on Q2 of (£93k) due to a more accurate benefits forecast which shows an improved forecast position on rent allowances and rent rebates.
- Planning and Development and Planning Policy together have an overspend of £129k which is due to an overspend on agency of £253k and consultants of £27k which are offset in part by an over recovery of Planning fee income of (£96k) and salary savings of (£57k).

Housing Revenue Account	Annual Budgeted Position	Q3 Annual Forecast Position	Year-End Forecast Variance	Movement Between Q2 to Q3
Budgeted (Surplus)/Deficit	(£0.065m)	(£1.183m)	(£1.118m)	(£1.770m)

The HRA forecast surplus position of (£1.183m) is largely due to a (£992k) forecast underspend on repairs together with Increased rental income forecast based on performance to Q3 (£735k). This total underspend of (£1.727m) is partially offset by a number of overspends:

- Unachieved targeted savings in relation to J2SS of £325k.
- Electrical inspections price and volume differ from budget assumptions £89k.
- Fuel servicing over budget due to increased number of properties requiring service and contract price per property £59k.
- New requirements for 2022-23 relating to carbon monoxide alarms costing £50k.
- Increased premises insurance of £30k.

The (£1.770m) movement between Q2 and Q3 is mainly attributable to the repairs underspend and an improvement in forecast rental income (£644k).

Special Expenses	Annual Budgeted Position	Q3 Annual Forecast Position	Year-End Forecast Variance	Movement Between Q2 to Q3
Budgeted Contribution to/(from) Reserves	(£0.179m)	(£0.118m)	£0.061m	£0.059m

The budgeted contribution from special expenses reserves has reduced largely due to reduced Planned Preventative Maintenance (PPM) expenditure of £75k along with external contributions towards further PPM expenditure of £26k which is partly offset with other smaller areas of increased expenditure such as general repairs and Christmas lights.

General Fund Capital Programme	Annual Budgeted Position	Q3 Annual Forecast Position	Year-End Forecast Variance	Movement Between Q2 to Q3
Budgeted Expenditure	£18.9m	£7.2m	(£11.7m)	(£1.7m)

Total spend on the general fund capital programme in quarter three was £3.1m. Project expenditure included spend on the refurbishment of the council offices, development of the new finance system and works to Appleby Magna caravan site.

Some budgets have been re-profiled and these include:

- Fleet Replacement Programme: Long lead time in the procurement and delivery of vehicles means most of the expenditure is expected to be incurred in future years. £2.9m of the budget is being carried forward to 2023/24.
- Marlborough Square Improvements: Minor work expected this year, £2.4m of the budget is to be carried forward to the 23/24 financial year.
- Marlborough Centre Purchase and Renovation: The construction contract is due to start in 2023/24; £3.5m of the budget is forecast to be carried to 2023/24.
- Accommodation Plan: Most of the work to Stenson House is expected to occur in 23/24 and therefore £1.3m of the budget will be carried forward to next financial year.

Housing Revenue Account Capital Programme	Annual Budgeted Position	Q3 Annual Forecast Position	Year-End Forecast Variance	Movement Between Q2 to Q3
Budgeted Expenditure	£24.5m	£9.4m	(£15.1m)	(£1.6m)

Total spend on the HRA capital programme in quarter three was £2.6m. Project expenditure included acquisition of properties, repairs to existing stock and development of new housing software system.

Budget re-profiling has been carried-out and some of these include:

- Home Improvement Programme: Forecast spend for the year is £2.7m with carried forward budget of £4.9m to 2023/24.
- Howe Road, Whitwick: This scheme is expected to get underway in future years and therefore the budget of £823K is being carried forward to 2023/24.
- Woulds Court, Moira: The scheme is projected to start in 2023/24 and so the £2.1m budget will be carried forward to the next financial year.
- Zero Carbon Programme: Forecast spend for the year is £1m and £3.5m of the budget carried forward to 2023/24. Programme delivery is expected to be delayed. The council is waiting on external funding approval from the Department for Business, Energy and Industry Strategy (BEIS) to support this programme. Funding approval is expected around February 2023.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – WEDNESDAY, 8
MARCH 2023

Title of Report	UK SHARED PROSPERITY FUND	
Presented by	Barrie Walford Economic Regeneration Team Manager	
Background Papers	<u>CABINET – TUESDAY, 19 JULY 2022</u>	Public Report: Yes
Financial Implications	<p>The Council has been successful in being awarded UKSPF grant funding over three years totalling £2,414,817.</p> <p>This fund is to deliver the Councils UKSPF Investment Plan.</p> <p>The Council have also been awarded an additional £20,000 of development funding.</p> <p>Council Finance Officers will directly be involved in the Programme Management Board and have oversight of all of the UKSPF Project Boards.</p> <p>The Capital allocations will be managed through the Capital Strategy governance arrangements.</p>	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	<p>The submission of the Council's UKSPF Investment Plan required the Council to agree to a Memorandum of Understanding (attached as appendix 1).</p> <p>Council Legal Officers will directly be involved in the Programme Management Board and have oversight of all the UKSPF Project Boards in order to provide advice on funding agreements and Subsidy Control implications.</p>	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	<p>The delivery of the Council's UKSPF Investment Plan requires capacity and officer input from across several council services. These service areas have been involved in shaping the Investment Plan.</p> <p>The UKSPF required the creation of a temporary governance structure. This structure (attached as appendix 2) has created a number project boards, a programme management group and oversight board.</p> <p>The project is being progressed with the involvement of Economic Regeneration, Legal, Finance, Communications, Property Services, Community Focus, Health & Wellbeing and input from Leicestershire County Council and the National Forest Charitable Trust.</p>	

	<p>The UKSPF contributes to the delivery of a number of projects identified within service plans and the Council Delivery Plan.</p> <p>Signed off by the Head of Paid Service: Yes</p>
Reason Agenda Item Submitted to Scrutiny Committee	To scrutinise recommendations to Cabinet that accept, and approve spend, of the UK Shared Prosperity Fund grant award for North West Leicestershire.
Recommendations	<p>TO RECOMMEND TO CABINET:</p> <p>1. TO ACCEPT THE £2,414,817 GRANT AND £20,000 OF DEVELOPMENT GRANT FROM UK SHARED PROSPERITY FUND.</p> <p>2. TO DELEGATE AUTHORITY TO THE STRATEGIC DIRECTOR (PLACE) IN CONSULTATION WITH THE BUSINESS AND REGENERATION PORTFOLIO HOLDER TO REVIEW AND AMEND THE NWL INVESTMENT PLAN PROJECT PROPOSALS SET OUT IN THIS REPORT WHERE REQUIRED TO RESPOND AND ADAPT TO THE CHANGING ECONOMIC ENVIRONMENT AND/OR LOCAL NEEDS.</p> <p>3. TO DELEGATE AUTHORITY TO THE SECTION 151 OFFICER IN CONSULTATION WITH THE BUSINESS AND REGENERATION PORTFOLIO HOLDER TO SUBMIT THE REQUIRED FORMAL REPORTING TO THE DEPARTMENT FOR LEVELLING UP, HOUSING AND COMMUNITIES.</p>

1.0 BACKGROUND

- 1.1 Announced in April 2022, the UK Shared Prosperity Fund (UKSPF) is administered by the Department for Levelling Up, Housing and Communities (DLUHC).
- 1.2 Funding has been allocated by formula, not competition to all areas of the UK, on submission of a satisfactory Investment Plan. NWLDC is set to receive £2,414,817.
- 1.3 The fund replaces the ESIF (European Structural and Investment Funds) due to wind down by 2025.
- 1.4 The funding is aimed at projects working in Communities and Place (e.g., town centre improvements, pride in place initiatives) Supporting Local Business (e.g., start-up activity or improving productivity) and, for financial year 2024/25 only, People and Skills (supporting the economically inactive to access routes into employment).
- 1.5 Members were previously advised of the broad focus of the Council's Investment Plan at an All Members Briefing in July 2022. Following subsequent Cabinet approval later that July, the Council's investment plan was submitted to DLUHC in August 2022.
- 1.6 DLUHC sought clarification on some aspects of the Investment Plan in December 2022 and also required a Memorandum of Understanding to be agreed and signed by the Council's Section 151 Officer, both of which were provided in December.

- 1.7 On the 11 January we were advised by DLUHC that the Council's Investment Plan and Memorandum of Understanding have been accepted and approved, and the first tranche of funding will be awarded.

2.0 UKSPF PROGRAMME

- 2.1 The projects included within the Investment Plan still reflect the 15 projects identified within the All Member briefing and Cabinet report from July 2022.

- 2.2 The North West Leicestershire UKSPF Investment Plan projects and the forecast estimated project costs are set out below split by high and lower cost projects.

- 2.3 A Business Plan or Financial Agreement will be prepared for each of the high valuer projects and will return to Scrutiny and Cabinet for final approval.

- 2.3.1 **Stenson Square Public realm (£50,000)** – Feasibility and design work for a regeneration led project to transform Stenson Square and the setting of Stenson House at the eastern gateway to Coalville town centre.

- 2.3.2 **Coalville Heritage Trail & Mother and Child statue restoration (£80,000)** – collaborating with the Coalville Heritage Society to create a heritage trail for Coalville Town Centre including the restoration of the Robert Thomas 'Mother and Child' Statue.

- 2.3.3 **Mantle Lane Bridge Gateway Improvements (£64,000)** – Improvement to the public realm at the northern gateway to Coalville town centre.

- 2.3.4 **Business Start-up support activity (£10,000)** – New programmes to support entrepreneurial activity with a focus on young people, women and the creative sectors.

- 2.3.5 **Business Support activity (Year 1 £25,000) (Year 2 £50,000) (Year 3 £25,000)** – New programmes to provide business support including a focus on zero carbon, tourism and high growth small and medium sized businesses.

- 2.3.6 **Sustainable tourism support programme (£6,000)** – A sustainable tourism campaign that supports tourism and hospitality businesses to reduce their carbon footprints and promote a greener visitor economy.

- 2.3.7 **Taste the Place (£8,000)** – Local food and drink product development and marketing campaign to showcase local food and drink producers.

- 2.4 Higher cost UKSPF projects (Business Plan or Financial Agreements to be prepared).

- 2.4.1 **Memorial Workspace (£350,000)** – A workspace led regeneration project to explore options convert the council owned former toilet block building on Memorial Square. The project will look to renovate and convert the building into lettable commercial workspace designed for start-up businesses.

- 2.4.2 **Hermitage Recreation Ground EcoPark (£130,000)** – Building on the existing consultations for the future of the Hermitage Recreation Ground, enhance the open space, accessibility and use of the space.

- 2.4.3 **Heart of the National Forest (£253,000 over 3 years)** – Contributions to facilitate the delivery of the Heart of the National Forest Masterplan including new ‘green web’ to improve accessible walking and cycle routes and the creation of new woodland management volunteer hub in the Forest.
- 2.4.4 **Moira Furnace visitor experience (£300,000)** – Collaborations with the Furnace Charitable Trust to implement the Moira Furnace masterplan to enhance the existing visitor experience and the creation of new visitor attraction that compliments the setting of the furnace and the canal.
- 2.4.5 **Castle Donington Community Sports Hub (£250,000)** – Develop plans for a community sports hub at Castle Donington College, which will include new facilities and 3G football pitches.
- 2.4.6 **Kegworth cycleways and Active Travel (£150,000)** – The creation of new sustainable transport connections to connect communities and key transport hubs into existing and emerging employment opportunities.
- 2.4.7 **Community Grants Programme (£300,000 over 2 years)** – Providing grants to Parish Councils and constituted community groups to deliver localised community based projects.
- 2.4.8 **Employment support (£100,000)** – New programmes to support access to work for individuals furthest from the workplace and the economically inactive (funding is limited to year 3 expenditure only)

3.0 FINANCE

- 3.1 The Council have been awarded funding for 2022/23 with indicative allocations for the further two financial years up to and including 2024/25.
- 3.2 In addition to the 2022/23 award the Council have received an additional £20,000 of capacity funding.
- 3.3 The annual breakdown is shown in the table below.

Allocation 2022/2023 (£)		Indicative allocation 2023/2024 (£)	Indicative allocation 2024/25 (£)
Allocation	Capacity	586,121	1,535,636
293,060	20,000		

- 3.4 Funding is to be used solely in line with the UKSPF Investment Plan and the funds guidance.
- 3.5 All grant funding must be spent within by the 31 March 2025. Any underspends in the final year of the programme will need to be repaid to the Secretary of State.
- 3.6 Council Finance Officers will directly be involved in the Programme Management Board and have oversight of all of the UKSPF Project Boards.
- 3.7 At Council on 6 September 2022, it was agreed that £1,521,750 would be added to the Council’s Capital Programme for the delivery of the NWL UKSPF Investment Plan.

- 3.8 It should be noted that allocations are indicative for 2023/24 and 2024/25. The Council has made an estimate of the split of the indicative allocations between capital and revenue budgets. The capital allocations will be placed in the Capital Programme Development Pool and managed in accordance with the Capital Strategy governance arrangements.

4.0 LEGAL

- 4.1 A requirement of securing UKSPF was signing a Memorandum of Understanding (MoU) between the Council and DLUHC. The MOU was reviewed by NWLDC legal, finance and Economic Regeneration officers and signed by the Council's Section 151 officer.
- 4.2 This MOU is not intended to create legally binding obligations but simply describes the understanding between both parties for the use of UKSPF funding.
- 4.3 The MOU sets out the terms that will apply to the relationship between the Secretary of State for Levelling Up, Housing and Communities and North West Leicestershire District Council regarding the administration and delivery of the UK Shared Prosperity Fund.
- 4.4 This MOU is for the period April 2022 to March 2025.

Policies and other considerations, as appropriate	
Council Priorities:	<ul style="list-style-type: none"> - Supporting Coalville to be a more vibrant, family-friendly town - Support for businesses and helping people into local jobs - Developing a clean and green district - Local people live in high quality, affordable homes - Our communities are safe, healthy and connected
Policy Considerations:	Council Delivery Plan
Safeguarding:	No safeguarding considerations.
Equalities/Diversity:	No equalities/diversity considerations.
Customer Impact:	The UKSPF Investment Plan sets out a series of actions that will support residents and businesses.
Economic and Social Impact:	The UKSPF Investment Plan sets out a series of actions to support residents and businesses.
Environment and Climate Change:	The UKSPF Investment Plan sets out a series of actions that contributes to achieving the council's Zero Carbon Roadmap.
Consultation/Community Engagement:	Officers will continue to engage with stakeholders to help further shape the delivery of projects identified within the NWL UKSPF Investment Plan.
Risks:	Risks have been considered within the preparation of the NWL UKSPF Investment Plan and attached Business Cases

Officer Contact	Paul Wheatley Head of Economic Development paul.wheatley@nwleicestershire.gov.uk
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MEMORANDUM OF UNDERSTANDING

Between

The Secretary of State for Levelling Up, Housing and Communities

-and-

North West Leicestershire District Council

1. Purpose

- 1.1. This Memorandum of Understanding (MOU) sets out the terms that will apply to the relationship between the Secretary of State for Levelling Up, Housing and Communities (the Secretary of State) and North West Leicestershire District Council (the Lead Local Authority) regarding the administration and delivery of the UK Shared Prosperity Fund (UKSPF).
- 1.2. This MOU will be for the period April 2022 to March 2025. Changes will be made only where signatories deem it necessary. If necessary the MOU will be amended for the period April 2023 to March 2025 to accommodate the inclusion of the Rural England Prosperity Fund, this will not apply in Scotland and Wales.
- 1.3. The MOU sets out the universal fund wide conditions and expectations for appropriate spend of the UKSPF core allocations in England Scotland and Wales and Multiply allocations in Scotland and Wales.
- 1.4. This MOU is not intended to create legal or binding obligations. It describes the understanding between both parties for the use of funding specified in section 3 of this agreement.

2. Background

- 2.1. The UKSPF was launched on the 13 April 2022. The Secretary of State has signed-off the Lead Local Authority's investment plan.
- 2.2. This MOU covers the funding commitments from the Secretary of State and the delivery, financial expenditure, agreed milestones, reporting and evaluation, communications and branding expectations between the Parties and the steps the Secretary of State could take in the event of underperformance if required.
- 2.3. The Secretary of State has published guidance on the delivery of the UKSPF. Referred to in this document as the [UKSPF Additional Information](#). References to the UKSPF Additional Information includes any updates that may be published from time to time. The Secretary of

State will notify the Lead Local Authority of any changes to the Additional Information and, if necessary, provide guidance on how changes are to be managed.

3. Purpose of the Funding

- 3.1. The UKSPF allocation remains as set out in the published [UKSPF allocations](#) and is being provided to deliver the Fund's priorities, outputs and outcomes as set out in the investment plan and accompanying expenditure and deliverables spreadsheets agreed by the Secretary of State or subsequently agreed by the Secretary of State as per section 9.
- 3.2. Funding should be used to meet the costs of implementing your investment plan. The Lead Local Authority can make changes to the investment plan agreed by the Secretary of State. The scale, type and process for making changes is set out in published guidance.
- 3.3. Details of the annual funding allocation, broken down into capital and revenue funding, will be confirmed in the annual grant determinations.

4. Reporting

- 4.1 As part of the delegated delivery model, the Lead Local Authority will provide 'light touch' reporting, as set out in the [UKSPF Additional Information](#).

5. Financial Arrangements

- 5.1. The agreed funds will be issued to the Lead Local Authority as grant payments under Section 50 of the United Kingdom Internal Markets Act 2020 ('UKIM').
- 5.2. Payment of the funding for 2022-2023 will be made after investment plans have been agreed and this MoU is signed.
- 5.3. Grant Determination Letters (GDL) will be provided following confirmation of the annual payment for each year until 2025.
- 5.4. The Lead Local Authority will provide regular reporting using the process established by the Secretary of State and set out in the UKSPF Additional Information demonstrating expenditure and that outputs and outcomes are being met in line with the original investment plan, or investment plan amended under section 9. Or failing that, there is a realistic plan to address underperformance.

- 5.5. Funding for the years 2023-2024 and 2024-2025 will be paid annually, provided that the information provided under paragraph 5.4 demonstrates delivery of forecast outputs, outcomes and spend for the previous financial year have been met, or failing that, there is a realistic plan to address underperformance.
- 5.6. UKSPF capital grant funding, as set out in grant determinations, may be used only for capital expenditure.
- 5.7. UKSPF revenue grant funding may be used for revenue or capital expenditure, in line with the Lead Local Authority's accounting practices
- 5.8. Release of payments for the financial year 2023-24 and 2024-2025 is dependent on the submission of a Statement of Grant Usage for 2022-23 and 2023-2024 spend and corresponding reporting and monitoring returns, signed by a S151 Officer (appointed under the Local Government Act 1972) or S95 Officer (appointed under the Local Government (Scotland) Act 1973)
- 5.9. This information will be taken into consideration by the Secretary of State before subsequent payments to the Lead Local Authority are finalised and paid. The Secretary of State reserves the right to reduce payments or withhold payments where there are concerns over delivery.
- 5.10. The Secretary of State retains the right to withhold annual instalments until receipt of credible plans demonstrating revised delivery to achieve expected targets. This might include requirements that set out how the Lead Local Authority will utilise underspends in the next year and/or appropriate milestones and spend have been achieved for the previous year.
- 5.11. Further to this, if the Secretary of State has concerns around future spending plans based on the experience of local delivery to date, or wider financial issues or governance affecting delivery then the Secretary of State may pay in instalments, or withhold future funding.
- 5.12. In the circumstance that the Lead Local Authority is a Combined Authority or is managing the distribution of UKSPF funding to a group of other local authorities, where a member of the Combined Authority or the local authority group becomes subject to a S114 Notice of the Local Government Finance Act 1988 or Statutory Commissioner Intervention of the Local Government Act 1999, the Lead Local Authority will be

responsible for decisions on how funds aligned to such a member Authority are controlled and utilised.

- 5.13. No funding will be provided for activity after 31 March 2025. The Lead Local Authority must have spent all grant funding i.e. be able to include funding within the 2024-2025 accounts by the end of the funding period, 31 March 2025. Underspends in the final year of the programme will need to be repaid to the Secretary of State.
- 5.14. In accordance with the declaration signed by the Lead Local Authority's Section 151 (appointed under the Local Government Act 1972) or S95 Officer (appointed under the Local Government (Scotland) Act 1973) as part of the investment plan, the Lead Local Authority accepts responsibility for meeting any costs over and above the Secretary of State's contribution, agreed in the annual grant determination. This includes potential cost overruns and the underwriting of any funding contributions expected from third parties.

6. Branding and Communication

- 6.1. The Secretary of State has provided the Lead Local Authority with guidance on the Branding and Communication associated with UKSPF projects in the [UKSPF Additional Information](#).
- 6.2. The Parties agree to adhere to the guidance and any updates. subsequently released by the Secretary of State or HMG on communications linked to UKSPF or wider Levelling Up Funding.
- 6.3. The Lead Local Authority should publish information regarding the delivery of the UKSPF in its area e.g. by publishing a summary of the investment plan and activities being funded in the area.

7. Evaluation

- 7.1. Monitoring and Evaluation will be carried out as set out in [UKSPF Additional Information](#).
- 7.2. The Lead Local Authority will support evaluation through capturing and providing relevant data and engaging with place and intervention level evaluations as stated within the [UKSPF Additional Information](#).

This will include but is not exclusive to the following main evaluation requirements:

- 7.2.1 Continuous monitoring and evaluation of progress aligned to the deliverables stated within the UKSPF Investment Plan submitted

by the Lead Local Authority and approved by the Secretary of State;

7.2.2 Engaging with our evaluation partners to collect and provide additional quantitative data as required to support, where relevant, intervention and place-specific evaluations

7.3 As set out in the [UKSPF Additional Information](#) the Lead Local Authority is encouraged to undertake its own place-based evaluations of how the UKSPF has worked in their area, particularly process evaluation on individual projects, alongside any place-based case studies commissioned by DLUHC. For those lead local authorities with large allocations, DLUHC require a robust evaluation to support the centrally coordinated evaluation.

7.4 The Lead Local Authority agrees to undertake these activities using the administration costs for the Fund.

8. Assurance

8.1. The Secretary of State has set out the approach to assurance for the UKSPF in the [UKSPF Additional Information](#).

8.2. The Lead Local Authority is expected to have the necessary governance and assurance arrangements in place and that all legal and other statutory obligations and consents will be adhered to. The Lead Local Authority will provide the Secretary of State with the following via UKSPF reporting:

8.2.1. Details of the checks that the Chief Finance Officer has taken to assure themselves that the Lead Local Authority has in place the processes that ensure proper administration of financial affairs relating to their UKSPF allocation.

8.2.2. Confirmation that the lead local authority has applied management controls that:

- mitigate the risk of fraud;
- ensure funding has been used in accordance with UK subsidy control legislation;
- ensure that any procurement undertaken by a Contracting Authority using UKSPF funds has complied with public procurement rules;
- ensure compliance with its statutory obligations under the Public Sector Equality Duty; and

- ensure that any personal data obtained in connection with UKSPF activities is handled in compliance with the Data Protection Act 2018.

8.3 As part of the first monitoring return the Lead Local Authority will provide a summary statement of how it is:

- mitigating the risk of fraud;
- ensuring funding has been used in accordance with UK subsidy control legislation; and
- ensuring that any procurement undertaken by a Contracting Authority using UKSPF funds has complied with public procurement rules.

8.4. The Lead Local Authority will respond directly to questions addressing the local delivery of UKSPF and cooperate with the Secretary of State in any inquiries regarding the delivery of the UKSPF.

8.5. On an annual basis the Lead Local Authority will complete and return the templated Statement of Grant Usage letter.

9. Changes to agreed Investment Plan

9.1. The Lead Local Authority will notify the Secretary of State of any proposed non-material changes to the investment plan through the regular monitoring returns.

9.2. The Lead Local Authority will submit a change request if a change constitutes “A Material Change” as set out in the [UKSPF Additional Information](#).

9.3. Requests for material changes can be made to the Secretary of State as and when required. A template will be provided for the Lead Local Authority to use.

9.4. The Secretary of State recognises that not all change will meet the materiality threshold for a change request. However, the Lead Local Authority should report any change affecting the delivery of the funding as part of the usual reporting cycle. If the Lead Local Authority is not sure on whether a change meets the materiality threshold they should consult with the Secretary of State for guidance.

9.5. All change requests must be signed off by the Lead Local Authority’s Section 151 (appointed under the Local Government Act 1972) or S95

Officer (appointed under the Local Government (Scotland) Act 1973) to testify that they are necessary and deliverable.

10. Compliance with the MOU

10.1 The Parties to this MOU are responsible for ensuring that they have the necessary systems and appropriate resources in place within their respective organisations to comply fully with the requirements of this MOU.

11. Changes to the MOU

11.1 The arrangements under this MOU will be kept under review. Amendments to this MOU may only be made upon written agreement between the Parties.

12. Resolution of Disputes

12.1 Any dispute that may arise as to the interpretation or application of this MOU will be settled by consultation between the parties

Signed on Behalf of the Lead Local Authority (by Chief Executive / Section 151/95 Officer):



Name: Glenn Hammons

Job Title: Head of Finance & Section 151 Officer

Date: 22 December 2022

Signed on Behalf of Secretary of State:



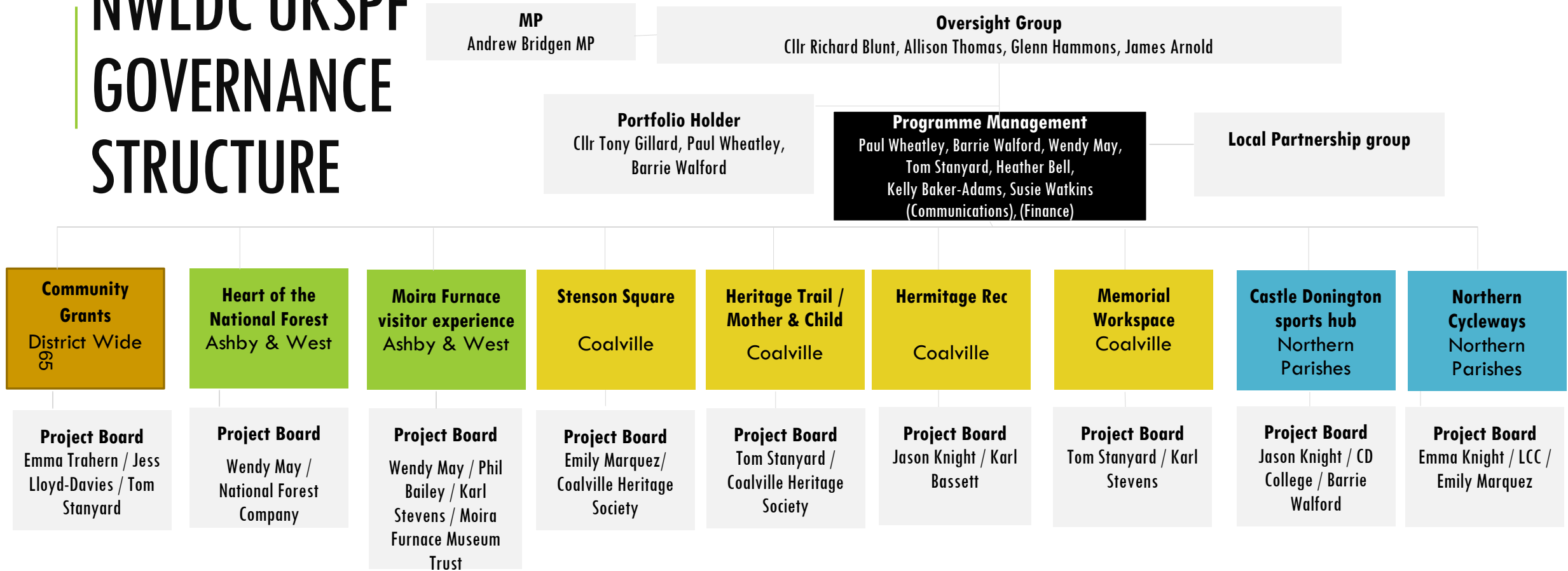
Name: Jessica Blakely/Carmen Suarez Garcia

Job Title: Directors: Levelling Up: Major Programmes

Date: 5 December 2022

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NWLDC UKSPF GOVERNANCE STRUCTURE



Other projects / boards

- Business Support activity (District Wide)
- Employment Support (District Wide)
- Sustainable Tourism (District Wide)
- Taste the Place (District Wide)
- Mantle Lane Bridge Gateway Improvements (Coalville)

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – WEDNESDAY, 8
MARCH 2023

Title of Report	REPAIRS SCOPING	
Presented by	Karen Connell Head of Housing (Interim)	
Background Papers	Repairs pages on the Council's website COVID Support Contract for Housing Improvements	Public Report: Yes
Financial Implications	There are no direct financial implications arising from this review. However, the review, and any subsequent recommendations, should seek to optimise the level of value for money to tenants from the Housing Revenue Account repairs service budget.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	No direct legal implications arising from the report	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	Staffing issues regarding resourcing are being addressed through the normal management of the service.	
	Signed off by the Head of Paid Service: Yes	
Reason Agenda Item Submitted to Scrutiny Committee	At the request of Scrutiny Committee members.	
Recommendations	THE COMMITTEE IS ASKED TO: 1) NOTE AND COMMENT ON THE REPORT 2) ADD TO THE FUTURE WORKPLAN AN UPDATE REPORT ONCE THE WORK UNDERTAKEN IN PARA 3.7 HAS CONCLUDED	

1. BACKGROUND

- 1.1 This report is in response to a scoping request from Cllr Sean Sheahan. The reason for requesting the report from that form is:

“Set against the known issues in resources (human in particular) to deliver against our housing plans, and the impacts that this is having on medium/long term delivery there is a need for members to understand the performance/delivery of housing

repairs and maintenance and how this will be managed to the benefit of our tenants over the coming period. “

- 1.2 To address this topic this report will consider the background and context of the repairs service, consider historical performance data, review current activity, consider challenges and approach at the current time, and conclude with the actions being taken at this stage in the process.

2. Background & Context of Housing Repairs

- 2.1 The Council's repairs teams look after Council social housing stock, which is circa 4100 homes spread across the district. Tenants report repair requests through either phone, email, online, or councillor referral. Three broad types of repairs category are used:

- High Priority (right to repair) – classified as those which could cause risk to tenant or the property and covered by the right to repair scheme. This means they are life threatening, will cause injury or impede the tenant's welfare, is a major threat to tenant security and/or will cause more than minor damage to the property. Depending on the issue these should be actioned in one to three days and may require follow up visits to address non-priority elements of work (e.g. boxing a pipe back in after a leak is fixed).
- Tenants' Choice – these are repairs which are not high priority but need to be completed relatively quickly. Tenants have a choice of dates and times to get this work completed and the completion time is dictated by the appointment made.
- Scheduled Works - are those which fall outside of the High Priority and Tenants' Choice categories. Generally, these are larger scale repairs or replacements which are sometimes grouped together to create more economic programmes of work and may require an inspection to scope up materials to order, arrange for scaffolding or skips, and possibly involve multiple operatives. These are planned in advance and scheduled. The Council's small number of leaseholders would be also involved in the process of these works.

- 2.2 It is important to recognise the diverse nature of the above when considering the work of the repairs service. In addition to the above, sometimes inspections are required before the work can commence to fully diagnose the issue. This may influence which of the above categories that the work is scheduled to and the time before any repairs query fully enters the queue for work.

- 2.3 There are, therefore, two main origins of works to Council homes – asset management (where properties are managed to comply with regulations and law), and tenant reporting. This report is focused on the latter and those that the in-house repairs team cover.

- 2.4 In terms of staff resource, the Council's repairs team is made up of:

Establishment	Establishment 10/2/23	% Against FULL establishment
Permanent	40	62
Permanent Vacancy	13	20
Agency	6	9
Apprentice	3	5
Apprentice Vacancy	3	5
Total	65	100 (rounded)

- 2.5 As can be seen from the above the service is currently carrying around 25% vacancy rate, which whilst is being supplemented by specialist/external contractors is leading to a significant challenge for the service. Agency staff also feature, and always have as they assist with peak demands for certain skills and allow flexibility in service delivery.
- 2.6 In addition to the in-house team set out above, the Council also has a key third party contract running alongside. This is contracted to UKGas as set out in the cabinet report referred to in background papers and was procured to provide additional capacity for 'catch up' work post the impact of Covid. Due to procurement delays and then mobilisation delays this contract has only been delivering since the turn of this calendar year.
- 2.7 In terms of service performance, the key challenges, how these are being managed now and how it is proposed to address these longer-term, these issues are expanded below:

3. Performance, Key Challenges & Response

- 3.1 Annex A to this report sets out a selection of performance information regarding the repairs function. In summary this shows that:
- When considering the number of components replaced and the capital expenditure of these, progress over the past years has significantly increased since pre pandemic (19/20) and following a peak year in 21/22 (and the use of external support to achieve this).
 - The current years' component¹ versus expenditure is showing a drop back from 21/22 – this shows the impacts of reduced resources (see 3.3 below) and the impact on planned works as they have been diverted to more urgent work.
 - On delivery performance – urgent works requiring a one-day response (RTR1 in the Annex) remain consistent over time with a marginal increase in latter years. The seasonal variation is evident.
 - Repairs on a three-day response time (RTR3 in the Annex) are broadly performing to target each quarter and also show seasonal variation. The impacts of COVID lock downs are clear. There are significant swings from mid 2022 each month – this is a combination of the impacts of reduced staff resource and also some misaligned reporting timelines in the new housing system which have now been addressed.

¹ Components are what we call the individual parts of a home that are replaced when they are at the end of their life, eg windows, entire kitchens, and bathroom etc

- Tenant choice work and Scheduled Works (TC & SW in the Annex) performance has decreased significantly since April 2022. This shows the effect of staff resources and prioritising works to the first two categories above. Clear evidence of COVID lock down impacts can also be seen.
- In the round, the data presented is showing is that:
 - the in-house team has a fairly static capacity to deliver (circa 800-900 components a year when fully staffed). This is a broad requirement of the Council's stock upkeep annually. A programme larger than this needs additional resource – e.g. the impacts of COVID and need to 'catch up'.
 - Due to resourcing difficulties (see below) there has been a marked reduction in planned works due to diverting resources from planned to more urgent works.
 - Urgent works have performed well over this period, however, this is at the cost of planned works.

3.2 In considering the above, it is important to consider the current challenges that are facing the repairs teams. These are summarised below in no order. The last section of this report sets out what the Housing Service is doing to help address these going forward.

- COVID impact – during the pandemic period, for long sections of time, work (and particularly that indoors) was suspended to comply with government guidance at that time. This impacted tenant work and planned works. Adding these periods together it is conservatively estimated that there was a loss of circa 12-18months' working time. Whilst emergency work in the priority category continued, this was emergency in nature and in some cases fixed the immediate issue but not always the underlying cause. Post COVID restrictions, there was (especially in the early period after restrictions were lifted) a resistance by tenants to allow operatives into their homes to do work, effectively elongating the cessation of works. As set out above, a contractor is now in place to help support this 'catch up' work, but it has taken longer than hoped to operationalise, work is, however, now progressing.
- Recruitment/Staffing – recruitment for the in-house team has always been challenging. The Council is trying to recruit some trades in particular in a highly contested market place which post COVID appears to have changed with a number of people leaving the industry, in turn making them harder to recruit. This is a recognised national and cross sector issue affecting most providers from house building companies through to private and social landlords alike and is not unique to the Council. It is also impacting on contractors. There may also be impacts of leaving the European Union and tightened restrictions on labour but it is unclear if this is the case. The Council is often also looking for a particular type of person to work with the Council teams, including the concept of being multiskilled and work to arguably higher standards in customer service than may be experienced elsewhere. There are currently 16 vacancies across the team, mostly in operatives. In addition to this, the Council is experiencing a number of sickness issues meaning resource is depleted further. These are not confined to Council operatives, with management roles within housing repairs also impacted. This has a knock on impact on ensuring the smooth flow of work and the overall management of the teams. Taken together this probably means a circa 25% staffing impact.

- Procurement/Supply/inflation issues – post Brexit and post Covid there are areas of work that are suffering from supply and inflation issues. Notability roofing tiles, boilers, some sanitaryware, some plaster products etc. This has an impact on what work can be planned or actioned, particularly when the supply of the above is at best spasmodic. The Council is working closely with its suppliers to minimise these impacts. Costs are also increasing in some areas, as are significant reductions in available stock for some items. Combined, these issues add a new variability factor into planning work which has not been present before.
- Availability of robust data – some key data (for example asbestos surveys) are required to ensure the smooth planning of non-urgent works. Until recently the Council has suffered a lack of resources in the Asset Management team to address this. A restructure in this area is now in hand, but this does mean that earlier this financial year there was a lag in available data meaning that programming of the planned maintenance element of the works was impacted. Due to the specialised nature of this team, they are also impacted by the same, if not worse, recruitment issues set out above.
- Mould and Damp – following the national cases regarding the importance of addressing these issues there has been an increase in reporting and complaints of mould and damp. This is to be welcomed as these issues can be serious for tenants and campaigns to promote reporting have been undertaken and also being developed as set out in the Housing Regulators 21 Point action plan on this issue. This activity has led to an increase in reported cases and demand for the repairs service. The Council is in the process of inspecting all homes where mould and damp has been reported by tenants and external contractors are being deployed to ensure corrective actions are in place as soon as possible.

Actions to address

- 3.3 In summary, the above means that there has been an increase in work requests overall, set against a significant backlog of long term works due to COVID impacts. In addition, there are human resource constraints that are limiting the ability to deliver, and a lack of easily available third parties to assist. Plus, supply issues for some products are impacting as well.
- 3.4 This means responses to repairs are far more reactive than normal, which is less efficient than the normal planned way of working; and it is not as good for tenants as it is less controlled. It also means that limited resources are being diverted away from more planned work into more reactive work, thus reducing further the ability to deliver more long term planned works.
- 3.5 The backlog of works is coming down through the use of third parties, and inroads are being made into particular issues such as those mentioned regarding mould and damp; however, with the above in mind it is likely that this will take some time to return to the desired high level of service. As noted above, urgent repairs and those of an urgent nature are being progressed within tolerance, however, this is at the expense of planned improvement works and longer term scheduled works.
- 3.6 Set out below are a series of immediate actions that are being taken to address the above:
 - A new permanent Head of Housing has been recruited who has a solid repairs and assets management / compliance background.

- Work is ongoing with the HR team and wider agency suppliers to help address the resource issues set out above in the short term, this includes temporary and agency staff.
- Work has been extended and widened with the Council's key contractor to take on more planned activity for a longer period – this will help address the current backlog of work.
- Work is being undertaken with other contractors – including for example specialist ones around Damp and Mould – to accelerate work in these areas in both assessment and fix to ensure tenants are looked after.
- Work is ongoing with all suppliers and contractors to see if they are able to assist with the challenges presented, however, a number of them are also experiencing the same issues especially regarding recruitment. This is a national issue.
- Starting from April this year, the planned assets work (the larger significant programmes of work) is being reinvigorated, and by using more external contractors the repairs service should return to a more formal planned programme in 2023/4 and 2024/25 for this type of activity.

- 3.7 In the medium term, however, to the Council needs to consider if the service is set up in the best way to address the challenges being faced, particularly if there has been a long-term shift in supply/behaviour of key types of resource, and explore if this is a medium/ long term issue not a short term issue. A planned restructure of Asset Management is already in process recognising these issues. The Council also need to further explore if it is using the best in modern practise to deliver services. To this end work has recently commenced with an external specialist to review the current approach to repairs (including longer term planning, management, resources etc) to see if there are other improvements or changes that can be made to address these issues.
- 3.8 This work will report over the summer and be actioned by the new Head of Housing. As set out in the recommendations of this report, it is proposed to bring a progress update back to this committee later in the year. During this time, service managers will also be working with the Audit team to ensure that its work will also tie into the planned review set out above to maximise the use of resources and tie any findings and actions together into a consolidated form.
- 3.9 The Council is taking all reasonable actions to address the core issues as presented in this report. As shown in this report, urgent works are not being impacted by these issues as these are being prioritised over planned works; however, this approach is only appropriate for a limited period to ensure that the overall planned works do not suffer. Third parties are being used to help address these issues at the current time, and tenants should, over the coming months, see significant inroads into the backlog of non-urgent work. Reviews are also being undertaken to ensure the repairs service is best set up for the future.

Policies and other considerations, as appropriate	
Council Priorities:	Insert relevant Council Priorities: <ul style="list-style-type: none"> - Local people live in high quality, affordable homes - Our communities are safe, healthy and connected
Policy Considerations:	None specific

Safeguarding:	None specific
Equalities/Diversity:	None specific
Customer Impact:	None at this point – but the actions of the report are aimed at improving services to tenants
Economic and Social Impact:	Improving our tenants' homes aims to increase the ability of our tenants to live in suitable surroundings
Environment and Climate Change:	None specific
Consultation/Community Engagement:	N/a
Risks:	The approaches set out in this report summarise the high level approaches to balancing the risks of delivering the service overall. There are challenges presented around services which are covered by statutory responsibilities as a landlord.
Officer Contact	Karen Connell Head of Housing (Interim) Karen.Connell@nwleicestershire.gov.uk

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Annex A – Repairs Performance information

This data should be read with the accompanying report and the summary contained in section 3.

Definitions of Service Types & Abbreviations

RTR 1 (Right to Repair 1 Day)

These are repairs where there is a potential to cause significant risk to the tenant or the property identified under Right to Repair as requiring resolution within one days.

RTR 3 (Right to Repair 3 Day)

These are repairs where there is a potential to cause minor risk to the tenant or the property identified under Right to Repair as requiring resolution within thre days.

TC (Tenant's Choice)

Where a repair is not high priority but requires completing relatively quickly, an appointment will be made from a range of available dates that suits the availability of the tenant within 60 working days.

SW (Scheduled Works)

Generally larger scale repairs or replacements which can often be grouped together to create more economic programs of work to be complete within 60 working days.

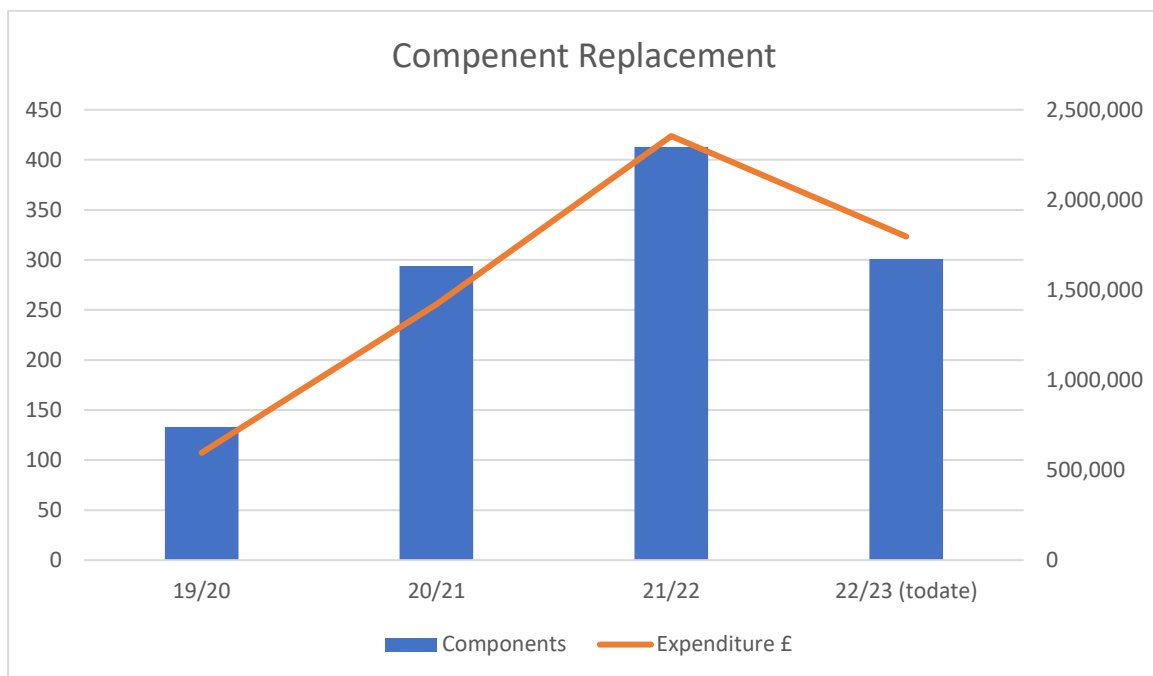
Components

Components are what we call the individual parts of a home that are replaced when they are at the end of their life, eg windows, entire kitchens, and bathroom etc.

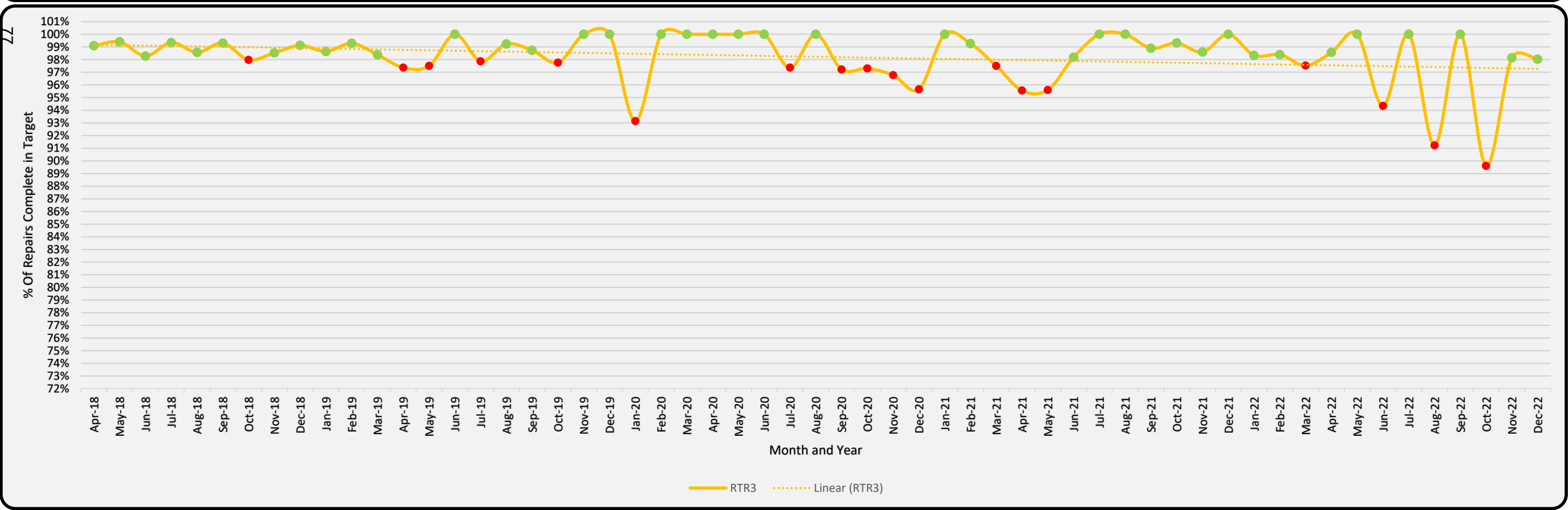
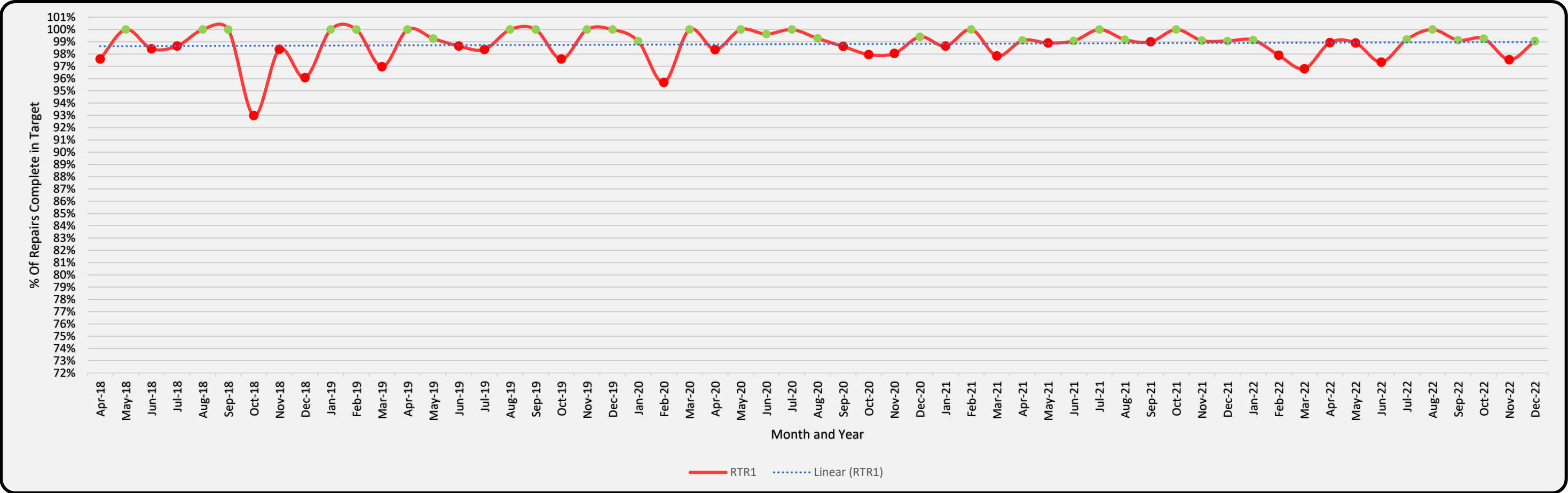
Component Replacements and Expenditure

Component replacements		
Year	No of completed components	Capital expenditure £
19/20	133	595,899
20/21	294	1,420,457
21/22	413	2,354,082
22/23 (to date)	301	1,795,430

Data only shows planned works (ie Data does not include capital components replaced under Empty Homes or Urgent replacements)

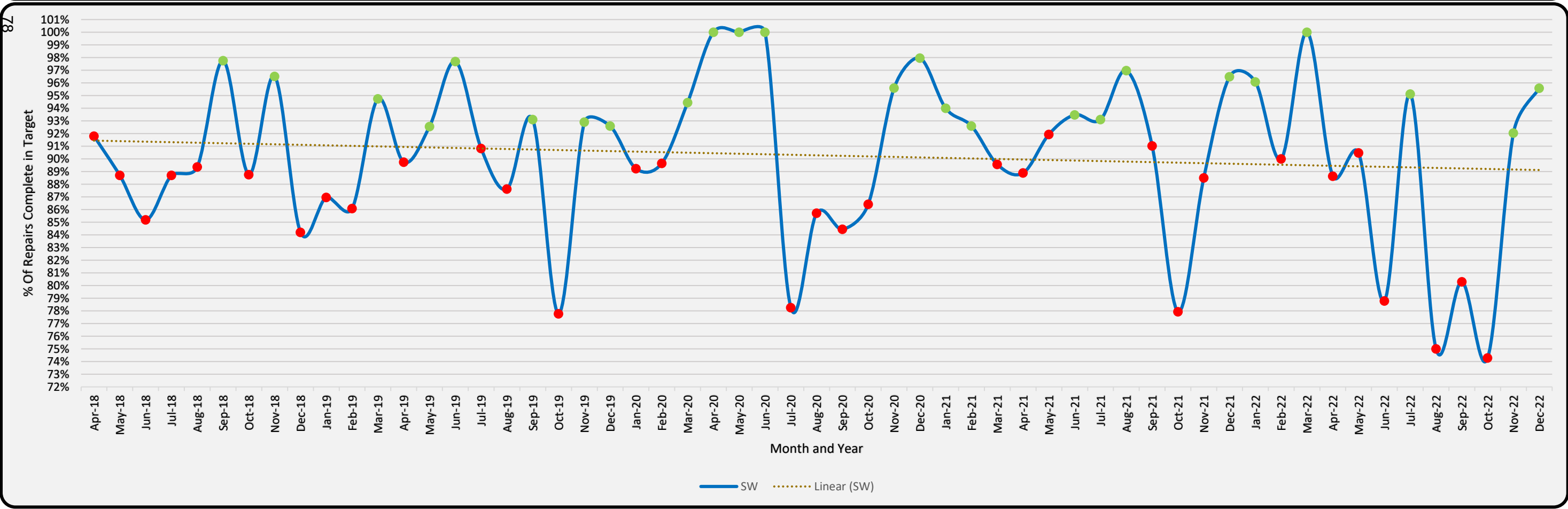
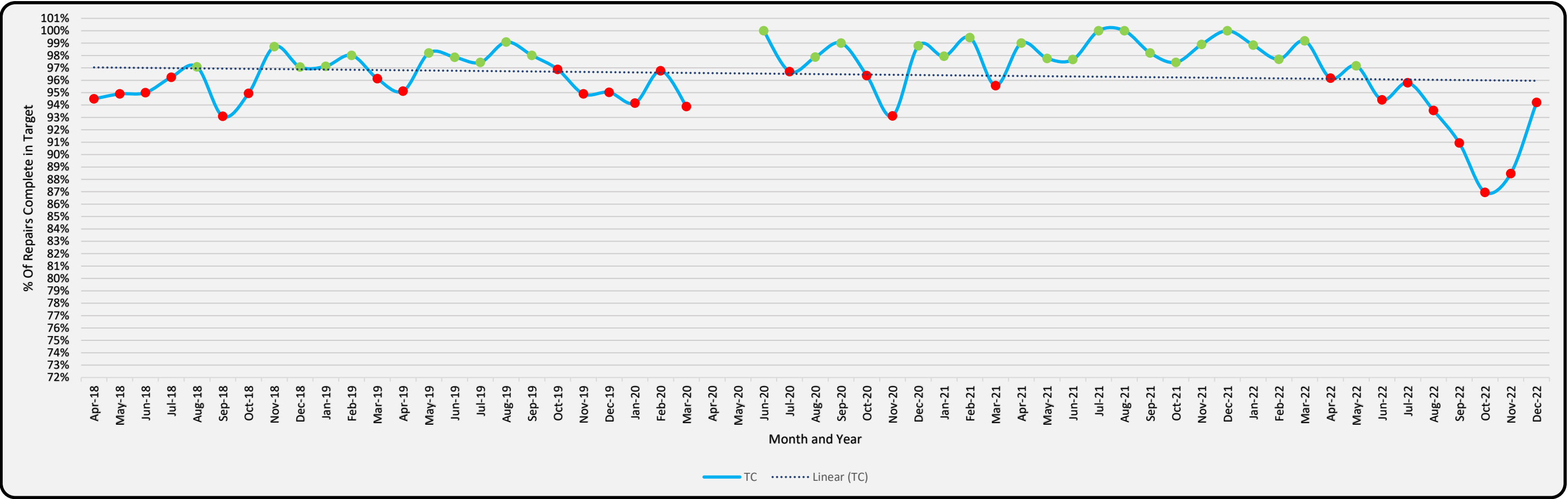


Percentage of Repairs Complete Against 22/23 Targets* April 2018 – December 2022



*RTR1 – 99%, RTR3 – 98%, TC – 97%, SW – 92%

Percentage of Repairs Complete Against 22/23 Targets* April 2018 – December 2022



*RTR1 – 99%, RTR3 – 98%, TC – 97%, SW – 92%