



Oadby and Wigston Borough Council

TO COUNCILLOR:

G S Atwal
E R Barr
L A Bentley
G A Boulter
J W Boyce

M L Darr
B Dave
Mrs L Eaton
R E Fahey
D A Gamble (Vice-Chair)

J Kaufman
K J Loydall
Mrs S B Morris (Chair)
R E R Morris

Dear Councillor et al

I hereby summon you to attend a meeting of the **POLICY, FINANCE AND DEVELOPMENT COMMITTEE** to be held at the **COUNCIL OFFICES, STATION ROAD, WIGSTON** on **TUESDAY, 31 JANUARY 2017** at **7.00 PM** for the transaction of the business set out in the Agenda below.

Yours faithfully

Council Offices
Wigston
23 January 2017

Mark Hall
Chief Executive

AGENDA

PAGE NO'S

1. Apologies for Absence

2. Appointment of Substitutes

To appoint substitute Members in accordance with Rule 4 of Part 4 of the Constitution.

3. Declarations of Interest

Members are reminded that any declaration of interest should be made having regard to the Members' Code of Conduct. In particular, Members must make clear the nature of the interest and whether it is 'pecuniary' or 'non-pecuniary'.

4. Minutes of the Previous Meeting held on 01 November 2016

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To read, confirm and sign the minutes of the previous meeting in accordance with Rule 17 of Part 4 of the Constitution.

5. Action List Arising from the Meeting held on 01 November 2016

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6. Petitions and Deputations

To receive any Petitions and, or, Deputations in accordance with Rule 24 of Part 4 of the Constitution.

7.	Internal Audit - Progress Report 2016/17	11 - 35
8.	Overall General Fund Revised Financial Position 2016/17 and Draft Budget 2017/18	36 - 49
9.	Draft HRA Budget and Housing Capital Programme 2017/18	50 - 52
10.	Resident Forum Outturn Budget Position and Allocation Requests	53 - 57
11.	Award of Contract for Internal Audit Services	58 - 59
12.	Collection and Write-Off of Miscellaneous Debtors	60 - 61
13.	Charging Structure at Borough Leisure Centres	62 - 64
14.	Compulsory Purchase Order - 114 Uplands Road, Oadby	65 - 96
15.	Review of Community Lease - Oadby Youth Centre, Wigston Road	97 - 154
16.	Oadby Swimming Pool Site, Leicester Road, Oadby	155 - 161
17.	The Local Development Scheme 2017	162 - 191
18.	Home and Communities Agency - Large Sites and Housing Zones Capacity Fund	192 - 194
19.	Blaby Road Road and Station Street Car Parks, South Wigston	195 - 197
20.	Re-Furbishment of Borough Entry Signs - Revised Costs	198 - 199

**MINUTES OF A MEETING OF THE POLICY, FINANCE AND DEVELOPMENT COMMITTEE
HELD AT THE COUNCIL OFFICES, STATION ROAD, WIGSTON ON TUESDAY, 1
NOVEMBER 2016 COMMENCING AT 7.00 PM**

<u>IN ATTENDANCE:</u>		
Chair - Councillor Mrs S B Morris Vice-Chair - Councillor D A Gamble		
COUNCILLORS (9):		
G S Atwal L A Bentley G A Boulter	J W Boyce M L Darr B Dave	J Kaufman K J Loydall R E R Morris
OFFICERS IN ATTENDANCE (5):		
S J Ball M W L Hall	M Hone Lane	A Thorpe
OTHERS IN ATTENDANCE (2):		
T Crawley	A Persaud	

Min Ref.	Narrative	Officer Resp.
35.	<u>APOLOGIES FOR ABSENCE</u> An apology for absence was received from Councillors E R Barr, Mrs L Eaton and R E Fahey.	
36.	<u>APPOINTMENT OF SUBSTITUTES</u> None.	
37.	<u>DECLARATIONS OF INTEREST</u> None.	
38.	<u>MINUTES OF THE PREVIOUS MEETING HELD ON 20 SEPTEMBER 2016</u> RESOLVED THAT: The minutes of the previous meeting of the Committee held on 20 September 2016 be taken as read, confirmed and signed.	
39.	<u>ACTION LIST ARISING FROM THE MEETING HELD ON HELD ON 20 SEPTEMBER 2016</u> RESOLVED THAT: The Action List be noted by Members.	
40.	<u>PETITIONS AND DEPUTATIONS</u> None.	

41.

ANNUAL AUDIT LETTER 2015/16

By reason of special circumstance in that an additional item of business needed to be considered before the next meeting of the Committee, it was moved by the Chair and seconded by the Vice-Chair that the foregoing item of business be considered at this meeting as a matter of urgency in accordance with section 100B (4)B of the Local Government Act 1972. The reason stated for the admission of the additional item of business was that it was of significant interest to Members and the general public.

UNANIMOUSLY RESOLVED THAT:

The foregoing item of business, namely the Annual Audit Letter 2015/16, be considered at this meeting as a matter of urgency in accordance with section 100B (4)B of the Local Government Act 1972 for the reason aforementioned.

The Committee gave consideration to the Annual Audit Letter for 2015/16 ("the Letter") tabled at the meeting as jointly-delivered and summarised by the Interim Chief Finance Officer (Section 151 Officer) and the KPMG Director, Mr Tony Crawley, which should be read together with these minutes as a composite document.

The Chair and Councillor J W Boyce commended Officers for their timely work in relation to the 2015/16 audit year and noted the significance in being issued an unqualified conclusion and opinion despite the financial challenges faced.

Councillor B Dave enquired as to why the additional item of business was not admitted earlier as part of the meeting's Agenda as published on 24 October. He further enquired as to whether the Council was on target to achieve the £633k of identified efficiency savings as set out in the tabled document (at page 3).

The KPMG Director advised that the statutory deadline for issuing the Letter was 31 November and that, in accordance with the Council's Audit Regulations, it was required to be considered at the next meeting of the Committee. It was said that the Agenda has been published (on 24 October) before the Letter was received (on 26 October). The Letter was said to have been circulated to Members when received.

The Interim Chief Finance Officer advised that Council was on target to achieve the £633k of identified efficiency savings as confirmed in the report at agenda item 11.

Councillor J Kaufman requested that a copy of the Letter be forwarded to the Member of Parliament for the Harborough Constituency.

Councillor J W Boyce moved that contents of the Annual Audit Letter for 2015/16 be noted.

Councillor K J Loydall seconded the motion.

UNANIMOUSLY RESOLVED THAT:

The contents of the Annual Audit Letter for 2015/16 be noted by Members.

**MHa
MHo**

<p>42.</p>	<p><u>NEW LOCAL PLAN REGULATION 18 CONSULTATION (PREFERRED OPTIONS)</u></p> <p>The Committee gave consideration to the report and appendix (at pages 9 - 153) as delivered and summarised by the Planning, Development and Regeneration Manager which should be read together with these minutes as a composite document.</p> <p>Councillor M L Darr enquired as to whether the Council was in a position to protect against the purchase and development of pockets of residual open-space land (i.e. under the ownership of former developers) in the Borough by private third-parties.</p> <p>The Planning, Development and Regeneration Manager advised that it was ordinarily the Council's position to adopt pockets of residual open-space land and, in respect of larger developments, seek a commuted sum from the developer(s) in question for the maintenance of the same. It was said that any development thereof would be subject to, and commensurately protected by, ordinarily planning regulations and policy.</p> <p>Councillor B Dave sought clarification in the Appendix as to the protection of Green Wedges 'by limiting development to <i>appropriate uses</i>' (emphasis added) (at page 39).</p> <p>The Planning, Development and Regeneration Manager advised an 'appropriate use' was considered to be a prescribed need (viz. leisure facilities, burial spaces etc.).</p> <p>With reference to Policy 9.10 'Hot Food Takeaways' in the Appendix (at page 127), Councillor J W Boyce suggested that such establishments should be limited in areas next or closeby to schools to give due regard and promote children's health.</p> <p>Councillor J W Boyce moved the recommendations <i>en bloc</i> as set out at paragraphs 2.1 to 2.2 of the report (at page 9).</p> <p>The Chair seconded the recommendations.</p> <p>RESOLVED THAT:</p> <p>(i) The New Local Plan (Preferred Options) document be approved for the purposes of public consultation commencing Friday 4th November 2016 for a period of 6 weeks; and</p> <p>(ii) An all-Member Briefing to be held following the Preferred Options consultation to inform the process of preparing the submission version of the Local Plan be noted.</p> <p>Votes For 10 Votes Against 0 Abstentions 1</p>	
<p>43.</p>	<p><u>JOINT STATEMENT BY THE LEICESTER/SHIRE AUTHORITIES ON COLLABORATIVE PLANNING FOR NWLDC</u></p> <p>The Committee gave consideration to the report and appendix (at pages 154 - 157) as delivered and summarised by the Planning, Development and Regeneration Manager which should be read together with these minutes as</p>	

	<p>a composite document.</p> <p>The Chair moved the recommendation as set out at paragraph 2.1 of the report (at page 154).</p> <p>Councillor J W Boyce seconded the recommendation.</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <p>The Borough Council sign the Joint Statement by the Leicester and Leicestershire Authorities on Collaborative Planning in support of North West Leicestershire District Council's Local Plan (as set out at Appendix 1).</p>	
<p>44.</p>	<p><u>PEDESTRIANISATION OF BELL STREET, WIGSTON</u></p> <p>The Committee gave consideration to the report and appendix (at pages 158 - 164) as delivered and summarised by the Planning, Development and Regeneration Manager which should be read together with these minutes as a composite document.</p> <p>Members noted the significant enhancements made to Bell Street, Wigston by virtue of being a vehicular-free area and commended the recommendation for its permanent pedestrianisation.</p> <p>The Chair moved the recommendations <i>en bloc</i> as set out at paragraphs 2.1 to 2.3 of the report (at page 154).</p> <p>Councillor J W Boyce seconded the recommendations.</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <ul style="list-style-type: none"> (i) The report considered by the Leicestershire County Council Highways Forum for Oadby and Wigston on 4 October 2016 supporting the experimental order to be made permanent (Appendix 1) be noted by Members; (ii) The trial pedestrianisation of Bell Street, Wigston be made into a permanent pedestrianisation; and (iii) The positive effect that the Post Office, Peacocks, Edinburgh Woollen Mill, Ponden Home and Poundland has had on Bell Street since they have opened and the significant improvements to the public realm on Bell Street, Wigston since the completion of the improvement works and the opening of the pocket park be noted by Members. 	
<p>45.</p>	<p><u>INTERNAL AUDIT PROGRESS REPORT 2016/17</u></p> <p>The Committee gave consideration to the report and appendix (at pages 164 - 192) as jointly-delivered and summarised by the Interim Chief Finance Officer (Section 151 Officer) and Audit Manager at CW Audit Services, Mr Anand Persaud, which should be read together with these minutes as a composite document.</p> <p>With reference to the final high-risk recommendation in the Appendix (at page 190), Councillor B Dave enquired as to when the new Customer Service Charters ("the Charters") were to be published on the Council's website.</p> <p>The Interim Chief Finance Officer advised that the revised Charters would</p>	

	<p>be published as soon as reasonable practicable once produced. It was said that the Member would be notified outside the meeting of the intended date of publication.</p> <p>Councillor J W Boyce stated that the revised Charters were to become “living” document and to reflect the improved standards achieved as result of the transformative work realised in the past year in respect of the Customer Services Centre project.</p> <p>RESOLVED THAT:</p> <p>The content of the Progress Report for 2016/17 be noted by Members.</p>	
46.	<p><u>OVERALL BUDGET POSITION - APRIL TO AUGUST 2016</u></p> <p>The Committee gave consideration to the report and appendix (at pages 193 - 197) as delivered and summarised by the Interim Chief Finance Officer (Section 151 Officer) which should be read together with these minutes as a composite document.</p> <p>The Interim Community Services Manager advised Members to note that the years referenced in the table at paragraph 3.3 of the report (at page 194) were to read ‘2016/17’ as opposed to ‘2015/16’.</p> <p>With reference to the ‘Upgrade of Server Operating Systems to Windows 2008’ at Appendix 1 (at page 197), Councillor B Dave enquired as to whether an upgrade to Windows 10 was scheduled.</p> <p>The Chair and the Chief Executive jointly-advised that no upgrade had been scheduled as the operating system (OS) was not yet technically-proven to be a stable platform and therefore entertained an IT risk at an organisational level if installed prematurely.</p> <p>RESOLVED THAT:</p> <p>The current position(s) be noted by Members.</p>	
47.	<p><u>COMMITTEE BUDGET REVIEW - APRIL TO AUGUST 2016</u></p> <p>The Committee gave consideration to the report and appendix (at pages 198 - 200) as delivered and summarised by the Interim Chief Finance Officer (Section 151 Officer) which should be read together with these minutes as a composite document.</p> <p>With reference to the ‘Compulsory Purchase Order (CPO) for 41 Canal Street’ at Appendix 1 (at page 200), Councillor Kaufman enquired as to whether the allocation of £350k had been committed.</p> <p>The Chair advised that the CPO funds would not be committed into escrow until the CPO was acknowledged.</p> <p>RESOLVED THAT:</p> <p>The current position(s) be noted by Members.</p>	
48.	<p><u>RESIDENT FORUM OUTTURN BUDGET POSITION AND ALLOCATION</u></p>	

	<p><u>REQUESTS</u></p> <p>The Committee gave consideration to the report and appendices (at pages 201 - 205) as delivered and summarised by the Interim Chief Finance Officer (Section 151 Officer) which should be read together with these minutes as a composite document.</p> <p>With reference to the appendices, the Interim Chief Finance Officer added that the following schemes had since been completed:</p> <ul style="list-style-type: none"> (i) the retrofitting of the seat in the bus shelter on Station Road, Wigston; (ii) the installation of a litterbin at Horsewell Lane, Wigston; (iii) the installation of a bus shelter on Howden Close, Oadby; and (iv) the installation of litterbins at Coombe Park, Oadby. <p>Councillor J W Boyce requested that the table at paragraph 3.3 of the report (at page 201) be simplified and made more intelligible in future reports and a report be brought to the next meeting of the Committee on 31 January 2017 in respect of the allocation requests system be reviewed and regularised to distinguish between capital and project-based schemes.</p> <p>The Chair moved the recommendations <i>en bloc</i> as set out at paragraphs 2.1 to 2.2 of the report (at page 201).</p> <p>Councillor K J Loydall seconded the recommendations.</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <ul style="list-style-type: none"> (i) The position(s) of the Forums' Budgets be noted by Members; and (ii) The allocation requested by the Forums (as set out in the report) be approved. 	<p>MHo CR</p>
<p>49.</p>	<p><u>PROPOSED SCALE OF FEES AND CHARGES 2017/18</u></p> <p>The Committee gave consideration to the report and appendices (at pages 206 - 229) as delivered and summarised by the Interim Chief Finance Officer (Section 151 Officer) which should be read together with these minutes as a composite document.</p> <p>With reference to car parks at paragraph 3.7 of the report (at page 207), Councillor L A Bentley requested that a report be brought to a subsequent meeting of the Service Delivery Committee exploring the justification of the £3 charge, the uses of the Borough's car parks and the income generated from the same.</p> <p>Councillors J Kaufman and D A Gamble stated that it was an opportune time to review all car parking charges and signage ahead of the new £1 coin entering circulation in March 2017 (insofar as payment machines needing to be updated) and Leicestershire County Council's plans to charge for on-street parking from next year.</p> <p>With reference to cemetery charges in the Appendix (at page 220), Councillor J W Boyce requested that a report be brought to the next meeting of the Committee regarding additional graves charges, including fee-setting practices and figure work, the timescales involved and benchmarking against other Leicester/shire authorities.</p>	

	<p>The Interim Chief Finance Officer noted that additional graves charges were currently under review in the Internal Audit Plan together with a recommendation that charges converge closer to that currently implemented by Leicester City Council.</p> <p>Councillor J W Boyce moved the recommendation as set out at paragraphs 2 of the report (at page 206).</p> <p>The Chair seconded the recommendation.</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <p>The Proposed Scale of Fees and Charges for 2017/18 be approved.</p>	
<p>50.</p>	<p><u>COLLECTION AND WRITE-OFF OF MISCELLANEOUS DEBTORS</u></p> <p>The Committee gave consideration to the report (at pages 230 - 231) as delivered and summarised by the Interim Chief Finance Officer (Section 151 Officer) which should be read together with these minutes as a composite document.</p> <p>The Chair commended Officers' debt-collection efforts in the second quarter of 2016/17. She further requested a policy be explored, where appropriate and necessary, requiring payment be rendered first by service-users and existing debtors before Council services being supplied.</p> <p>The Interim Chief Finance Officer advised that systems were in place to "write-up" previously written-off debt was should debtors be identified as having return to the Borough if there was a change in debtors' circumstances.</p> <p>RESOLVED THAT:</p> <p>The contents of the report be noted by Members.</p>	<p>MHo CR</p>
<p>51.</p>	<p><u>COUNCIL CORPORATE PLAN - VISION, VALUES AND CORPORATE PRIORITIES</u></p> <p>The Committee gave consideration to the report (at pages 232 - 235) as delivered and summarised by the Chief Executive which should be read together with these minutes as a composite document.</p> <p>Members collectively commended the work undertaken in respect of the vision, values and corporate priorities and endorsed the sentiments of "togetherness" as the mainstay of the Council's work ethos.</p> <p>It was further noted by Members that Council enjoyed a highly-motivated and highly-trained complement of staff who all shared in the Council's long-term vision.</p> <p>Councillor J W Boyce moved the recommendations <i>en bloc</i> as set out at paragraphs 2.1 and 2.2 of the report (at page 236).</p> <p>The Chair seconded the recommendations.</p> <p>UNANIMOUSLY RESOLVED THAT:</p>	

	<p>(i) The Council Vision be adopted, namely:</p> <p>“Stronger Together” and “A Stronger Borough Together”</p> <p><i>“Councillors, staff, residents, businesses, partners and stakeholders will continue to create a stronger borough by working together.</i></p> <p><i>A stronger borough that is inclusive and engaged and focuses on delivering effective services, balanced economic development, green and safes places resulting in better wellbeing for all”.</i></p> <p>be adopted; and</p> <p>(ii) The Organisational Values be adopted, namely:</p> <p>(a) Accountability: Proud to take responsibility for actions, seeing tasks through to completion;</p> <p>(b) Respect: Act with honesty, fairness and equality at all times;</p> <p>(c) Teamwork: Committed to sharing information, skills and experience;</p> <p>(d) Innovation: Striving for service improvements by exploring new ways of working; and</p> <p>(e) Customer Focus: A mindset that exceeds residents and stakeholder expectations.</p>	
52.	<p><u>FOUR YEAR EFFICIENCY PLAN (2016/17 - 2019/20)</u></p> <p>The Committee gave consideration to the report and appendices (at pages 236 - 257) as delivered and summarised by the Interim Chief Finance Officer (Section 151 Officer) which should be read together with these minutes as a composite document.</p> <p>Councillor B Dave request that an original copy of the Four Year Efficiency Plan (“the Plan”) as sent to the Department for Communities and Local Government (DCLG) be circulated to Members.</p> <p>The Chief Executive and Interim Chief Finance Officer jointly-advised that the Plan was generically-framed to initially satisfy the DCLG’s request and to ensure that Members’ input on a detailed policy-level could be sought later. The information contained within was said to be used by the DCLG to ascertain the financial pressures faced by local government and ability to bridge any financial gaps.</p> <p>Councillor J W Boyce stated the Plan sought to demonstrate to the DCLG the Council’s ability to deliver a balanced-budget whilst maintaining its frontline services.</p> <p>The Chair moved the recommendation as set out at paragraph 2 of the report (at page 236).</p> <p>Councillor J W Boyce seconded the recommendations.</p> <p>RESOLVED THAT:</p> <p>The Four Year Efficiency Plan (2016/17 – 2019/20) as initially agreed by the Change Management Committee by noted and approved.</p>	MHo

53.	<p><u>HOUSING AND PROPERTY DEVELOPMENT WITHIN THE BOROUGH</u></p> <p>The Committee gave consideration to the report and appendices (at pages 258 - 261) as delivered and summarised by the Interim Chief Finance Officer (Section 151 Officer) which should be read together with these minutes as a composite document.</p> <p>Councillor J W Boyce commended the report and the exciting prospects of development within the Borough. He further request that the title of the report be widened to 'Housing and Property Development within the Borough'.</p> <p>Councillor J W Boyce moved the recommendations <i>en bloc</i> as set out at paragraphs 2.1 and 2.2 of the report (at page 258).</p> <p>The Chair seconded the recommendations.</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <ul style="list-style-type: none"> (i) Authority be given to Officers to develop an implementation plan and Business Case for approval by this Committee; and (ii) The initial legal costs associated with this proposal be capped at £10,000 up to the formation stage of the company. 	
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THE MEETING CLOSED AT 8.52 PM



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CHAIR

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TUESDAY, 31 JANUARY 2017

Agenda Item 5

POLICY, FINANCE AND DEVELOPMENT COMMITTEE

ACTION LIST

ARISING FROM A MEETING HELD ON TUESDAY, 01 NOVEMBER 2016

Min Ref.	Title	Action To Be Taken	Officer	Target Date	On Target
41.	Annual Audit Letter 2015/16	A copy of the Letter to be forwarded to the Member of Parliament for the Harborough Constituency.	MHo	Dec-16	Yes
48.	Resident Forum Outturn Budget Position And Allocation	The allocations table in the report be simplified and made more intelligible.	MHo CR	Jan-17	Verbal Update
48.	Resident Forum Outturn Budget Position And Allocation	A report in respect of the allocation requests system being reviewed and regularised to distinguish between capital and project-based schemes.	MHo CR	Jan-17	Verbal Update
50.	Collection and Write-Off of Miscellaneous Debtors	A policy exploring payment being rendered first by service-users and existing debtors before services are re/supplied.	MHo CR	Jan-17	Yes
52.	Four Year Efficiency Plan (2016/17 - 2019/20)	An original copy of the Four Year Efficiency Plan sent to the DCLG to be circulated to Members.	MHo	Dec-16	Yes



Policy, Finance and Development Committee	Tuesday, 31 January 2017	Matter for Information
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Title: **Internal Audit Progress Report 2016/17**

Author: **Martin Hone (Interim Chief Finance Officer / Section 151 Officer)**

1. Introduction

This report summarises the work of internal audit for 2016/17 for the period to mid-January 2017 which is attached in Appendix 1.

2. Recommendations

That Members note the content of the progress report for 2016/17.

3. Information

The Internal Audit Plan for 2016/17 totals 260 days and includes 23 reviews that are planned to be conducted in year. There have also been seven reviews from the previous year's programme which either ran into or was deferred to 2016/17.

The purpose of the Report is to:

- Show progress against the Audit Plan
- Summarise key findings and conclusions arising from the work performed during the period

Appendix 1 gives details of the audits completed so far in 2016/17 and provides information on the audit recommendations.

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Tel: (0116) 257 2621

Implications	
Financial (CR)	No direct implications.
Legal (AC)	No significant implications.
Risk (CR)	Internal Audit is a key component of the Council's internal control framework. Outcomes of all internal audit reviews will be considered in the context of the strategic risk register
Equalities (CR)	No significant implications. Equality Assessment:- <input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable

Oadby & Wigston Borough Council

Internal Audit Progress Report

January 2017

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Bringing public value to life

cw audit
internal audit services

1. Introduction

This report summarises the work of Internal Audit for the period to mid-January 2017. The purpose of the report is to update the Committee on progress made in delivering the 2016/17 audit plan, completion of delayed and deferred audits from the 2015/16 audit plan, and to update in relation to management's implementation of internal audit recommendations.

2. Progress summary

The agreed internal audit plan for the 2016/17 year totals 260 days. Section 5 provides details of all of the audit assignments included in the 2016/17 year, together with details of the point in the year at which each assignment is currently planned for delivery and an update on the current position. We are also discussing with management potential internal audit support and assurance regarding corporate Change Management projects and may propose amending the internal audit plan to facilitate this important work.

3. Reviews completed

The following reviews have been completed and final reports agreed with management since the last full Internal Audit progress report (November 2016 meeting):

Review	Status	Level of assurance
2015/16 Housing Register and Housing Allocations	Final report issued	Significant
2016/17 Treasury Management	Final report issued	Full
2016/17 Council Tax	Final report issued	Significant
2016/17 Housing Benefits & Council Tax Support	Final report issued	Significant

Review	Status	Level of assurance
2016/17 Business Rates	Final report issued	Significant
2016/17 Income Management and Cash Receipting	Final report issued	Full

For the Committee's information, we can also update on the remaining 2015/16 audits as follows:

Legal Compliance – this review, started in September, is in progress and we would expect a report to be agreed before the next meeting of this Committee.

Community Safety/Anti-social Behaviour – a draft report is under discussion and we expect that a final management briefing report will be agreed before the next meeting of this Committee.

At the request of the Committee at its February 2014 meeting, and as subsequently agreed with the Chair of this Committee, to ensure members are provided with further detail only on issues which may warrant their concern, we only report specific findings, recommendations and agreed actions arising from our finalised audits where these relate to matters we deemed to be high risk/priority. The following such issues were reported in relation to the above finalised audits.

Housing Register & Allocations

We noted a need to ensure that details for all current applicants on the Housing Register should be reviewed to ensure that the details and allocated bandings held on the Housing Register are correct. Management noted the current process for rolling annual review and proposed that the process will be amended by 28/2/17 to incorporate the Customer Services officers considering, based on responses received, whether a review of the existing banding decision is required and if so, to refer to the Housing Options Team for a full review of the banding.

We also highlighted that cover arrangements should be put in place so that another officer can undertake the Housing Services Manager's duties if he is unavailable, in relation to specific tasks regarding choice based lettings. Management advised of plans to address this matter by 1/4/17.

4. Recommendation tracking

We provide a system for tracking the actioning of agreed Internal Audit recommendations, as a management assurance tool for the Council and specifically this Committee. Managers are responsible for updating actions taken and other key information directly on the system. The first table below represents the status of agreed actions due to be implemented by 31/12/16, the second table the age of the outstanding recommendations (based on the original date due for implementation). The status shown is as advised by the relevant manager/Head of Service and does not imply that Internal Audit has verified the status.

Summary	1 Critical	2 High	3 Medium	4 Low	Total
Due by 31/12/16	-	37	233	71	341
Implemented	-	29	202	66	297
Closed (e.g. superseded or system changed)	-	-	6	2	8
Still to be completed	-	8	25	3	36

Time overdue for actions o/s or not complete	1 Critical	2 High	3 Medium	4 Low	Total
Less than 3 months	-	-	4	-	4
3 – 6 months	-	1	1	-	2
Greater than 6 months	-	7	20	3	30
Total	-	8	25	3	36

As previously requested we provide below details of all outstanding 'high risk' issues, and 'medium risk' issues outstanding for more than 6 months.

'High Risk' outstanding issues

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
13/14 Health & Safety	<p><u>Policies and Procedures</u></p> <p>The Council should approve and make available to members and staff all required health and safety policies and procedures as a matter of urgency taking into account the impact of recruiting a new officer. During the recruitment process consideration should be given to setting up a temporary officer contact for providing members and staff with</p>	2	<p><u>Audit Conclusion - Work in progress</u></p> <p>The Health and Safety Officer appointed in December 2015, informed all staff members of his role by email in January 2016 in creating and implementing health and safety policies and procedures in accordance with the latest legislation</p> <p>Members will be informed of his role and health and safety issues relating to them at a Health and Safety / Equalities briefing being planned for 26 April 2016.</p> <p>He has revised the Health and Safety Policy and this will be submitted for approval at the Policy, Finance and Development Committee on the 29 March 2016.</p>

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
	<p>guidance and assistance on health and safety issues affecting them at the Council.</p>		<p>This document will then be made available to all officers and members as soon as practicable either in hard copy or through the intranet.</p> <p>The Lone Working Policy is currently being worked on by the Welfare and Taxation Manager (who is leading on this) and input will be obtained from other service areas in the council to which this policy is particularly pertinent eg Housing and Environment Control.</p> <p>The Fire Safety Policy will be revised after a Fire Safety Evacuation Procedure is completed. The Interim Manager of Corporate Services confirmed that the Council commissioned an external expert to produce a fire risk assessment on Bushloe House. There were no 'red' alerts (serious faults). The findings will inform the areas of the fire safety procedure and policy review.</p> <p>These documents will be completed by the end of May 2016.</p> <p>The Health and Safety Policy makes reference to a number of areas (eg working at heights) where the assessed risk will be prioritised to allow for the drafting of related local procedures which will be added as appendices to the policy. There are currently 12 appendices to the original policy. It is envisaged that this exercise could take up to two years to complete.</p> <p>Paul Evans Health & Safety Officer Various implementation dates as stated above.</p> <p>Update from Karen Pollard 14/10/16: The Health and safety Policy is</p>

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
			<p>renewed annually. The Policy has been redrafted and is in two formats. A brief version for staff who just need to understand the basics. A fuller version for those officers who have a greater involvement in H & S.</p> <p>Update from Karen Pollard 19/1/17: The Policy is on target to go to committee. The Health and Safety Officer is trying to move the date of the report so that it can include data from the whole of the financial year. Reporting could be in March 2017. Rescheduled to 31/3/17</p>
13/14 Health & Safety	<p><u>Training & awareness</u> It should be ensured that a documented training needs assessment for all members and staff which corresponds to their roles and responsibilities is produced as a matter of urgency in order that appropriate training can be identified and linked with current training arrangements to ensure that appropriate health and safety training is provided to all staff and members who need it in a timely manner.</p>	2	<p>Audit Conclusion - Work in progress Members will be informed of safety issues relating to them at a Health and Safety / Equalities briefing being planned for 26 April 2016. A detailed assessment of staff training needs will be compiled following staff appraisals planned for May 2016, and this will include Health and Safety awareness training which was last carried out for all staff in 2013 but in the meantime the following has been implemented:</p> <ul style="list-style-type: none"> • A programme of training has been implemented within the last six months, consisting of: <ul style="list-style-type: none"> ○ First Aid at Work Training ○ Fire Awareness for potential Fire Wardens ○ Manual Handling – for relevant staff ○ Sharps training – for relevant staff • Fire Warden training was carried out for a number of volunteer staff in September 2015. • First Aid at Work training was carried out in October 2015 for Customer Services staff and also refresher training in January 2016.

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
			<ul style="list-style-type: none"> • A revised health and safety induction programme has been introduced in February 2016. • Display Screen Assessments have commenced in a number of service areas. <p>Paul Evans Health & Safety Officer Ongoing</p> <p>Update from Karen Pollard 14/10/16: Members have been trained in April 2016. Staff training is due before the end of the financial year.</p> <p>Update from Karen Pollard 19/1/17: Training for staff is scheduled to take place over the next six months. Training will be delivered at the depot first as this group of employees have the highest priority.</p>
13/14 Health & Safety	<p><u>Risk assessments</u></p> <p>It should be ensured that health and safety risk assessments are accurately completed for all areas of the Council as a matter of urgency and the results are used to inform relevant safety action plans and risk registers.</p>	2	<p><u>Audit Conclusion - Work in progress</u></p> <p>Risk Assessments for two high risk Council areas, the Depot and Brocks Hill were carried out around mid 2015 and will require re-assessing later this year.</p> <p>Details of these are on the Council's F Drive.</p> <p>Other potential high risk areas are being identified for direct risk assessments by the H&S Officer eg the Customer Services Centre on Bell Street. A risk assessment was carried out for staff and customer safety. As a result of that, CCTV is being installed as a deterrent and to keep the environment safe.</p> <p>These assessments used to inform safety action plans and or risk</p>

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
			<p>registers. This is an ongoing process.</p> <p>An in-house programme of risk assessment training by the Health & Safety Office for line managers and supervisors will be implemented in 2016/2017 in order for risks to be identified and mitigated with the correct control measures.</p> <p>Paul Evans Health & Safety Officer Ongoing</p> <p>Update from Karen Pollard 14/10/16: All risk assessments are in place and are renewed annually or when there has been a change. The H & S Officer is working to carry out our own internal audits so we can be sure that all the identified tasks have been done.</p> <p>Update from Karen Pollard 19/1/17: Risk assessments are on going work. The Health and Safety Officer is working through them in priority order. Rescheduled to 31/3/17</p>
14/15 Street Cleansing & Grounds Maintenance	<p><u>Key Service Risks</u></p> <p>It should be ensured that all the risk assessments identified by Audit and/or due for review are reviewed in a timely manner. Additionally new risks to the service should be identified and assessed. Based on the evaluated risks rating undertaken as</p>	2	<p>See Response provided for Health and Safety - Risk Assessments above.</p> <p>The proposed implementation date has been amended to 31/3/17 by the service.</p>

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
	part of these risk assessments (reviews and additionally identified risks), key service risks should be identified and included in a Risk Register which should then be kept under constant review.		
15/16 Budgetary Control/MTFS	<p><u>Budget Holder Training</u></p> <p>Going forwards It should be ensured that planned budget training sessions are arranged by Finance and it is made compulsory for all budget holders and other staff with budgetary responsibilities to attend these sessions.</p>	2	<p>Original response: Agreed. Training sessions will be arranged for July 2016 and August 2016.</p> <p>Chris Raymakers, Interim Accountancy Manager 31/8/16</p> <p>Update from Chris Raymakers August 2016: Courses are booked for 5 and 9 September after the holiday period.</p> <p>Update from Chris Raymakers: Senior Managers are briefed on the current financial position at the fortnightly managers meetings as appropriate. Will continue throughout 2017/18 – revised date 31/3/18.</p>
15/16 Main Accounting	<p><u>Leavers Access to Council's IT system</u></p> <p>The Council should seek assurance from its IT provider that all employees who leave are deactivated in a timely manner from the Council's main IT system, based on appropriately documented and authorised requests from management.</p>	2	<p>Original response: ICT to co-ordinate with Human Resources to identify when officers leave the employment of the authority to ensure they are deactivated in a timely manner.</p> <p>Paul Langham, IT Manager 28/2/16 Owner changed subsequently to Mike Dungey, ICT Infrastructure Manager</p> <p>No update provided.</p>
14/15 Housing Rents	<p><u>Orchard System</u></p> <p>A review of the current operation of</p>	2	<p>Original response - This is accepted by the Council. A review of the Orchard system in respect of rent accounting and arrears has begun in December 2015. The review will involve redrafting/streamlining of</p>

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
	<p>the Orchard system should be undertaken. The implementation of the system should be compared to that for other authorities and a re-configuration or purchase of additional modules considered to improve the effectiveness of the system to enable compliance with arrears procedures and introductory tenancies.</p>		<p>the rent charging and arrears recovery processes and will establish a framework for performance reporting and monitoring. Also the draft revised processes will be compared/benchmarked against two other local housing providers who use Orchard as their rent and tenancy management system: Hinckley & Bosworth Council & East Midlands Housing Group A timetable for carrying out the necessary "critical" changes to the rent charging and arrears recovery processes, together with costs in engaging Orchard Consultancy services will be agreed and where possible implemented by the end of April. Further on-going improvements/changes will be scheduled in for completion during 2016-17 financial year.</p> <p>Steve Nash, Community Housing Team Leader 30/6/16</p> <p>Update by Steve Nash September 16: Further amendments required for the Orchard system alongside further testing-revised implementation date 31/12/16</p> <p>Update by Steve Nash 12/1/17 : The revised rent arrears sequence covers Secure Tenancies, Introductory Tenancies, Former Tenancy Arrears and Non-secure (homelessness) tenancies. These were due to be implemented by System Support on 2 January 2017, however SopraSteria the Council's IT supplier have been unable to schedule access to the required resource which is delaying implementation. Once implemented there will be a period of adjustment as such configuration changes are not within scope of full UAT processes. This important feedback will be used to finalise the procedure which once agreed and implemented will finalise the review process started at the end of 2015.</p>

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
14/15 Housing Rents	<p><u>System administrator access to the rent system</u></p> <p>Additional staff without housing rent duties should have system administrator access to enable the continued effective operation of the service in the event of staff absence.</p>	2	<p>Date revised to 1/5/17</p> <p>Original response: This is accepted by the Council. Arrangements have been made for an additional member of staff to have administrator access and training is being arranged. Steve Nash, Community Housing Team Leader 30/4/16</p> <p>Update by Steve Nash September 16: The systems administration function is a specialist support role which is subject to an internal review process previously mentioned. Day to day Orchard Housing System functions and BACS processing functions are in the process of being transferred from the additional duties carried out by the current system administrator to the Income Team globally. The Lettings Officer and the Housing Services Manager are being involved to provide an element of resilience in the event of staff absence in the Income Team. Revised implementation date 31/12/16</p> <p>Update by Steve Nash 12/1/17: It is envisaged that the necessary resilience in having an additional system administration function will be met through the wider corporate system support review which should conclude later in 2017.</p>

Medium (level 3) risks outstanding for over 6 months

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
13/14 Equalities	Compliance with the Equalities Act 2010 should be monitored by an appropriate body within the Council and progress should be reported to, and approved by an appropriate Committee.	3	<p>Audit Conclusion –Work in progress</p> <p>The Interim Manager of Corporate Resources stated that the HR team will be collecting and publishing the equality data around the 9 characteristics of equality data. Reporting on this and reporting on performance against the council’s 5 equality objectives will be to the PFD Committee.</p> <p>Veronika Quintyne Community Engagement Officer March 2016 & September 2016</p> <p>Updates from Karen Pollard Sept and Oct 16: Plans are in place to meet this Act. The action plan is managed via the Community Engagement Forum. Working to the plan that was produced in 2013 to 2017.. A new Plan will be drawn up in the new year.</p> <p>Further update: Work is planned for September. The Equality and Diversity Officer works alongside the local community to produce a check on the council's progress. Date revised to 1/9/17</p>
13/14 Equalities	To comply with the legislation the Council should consider enhancing the type of information presented in its workforce profile to include a profile of staff at different grade, levels and rates of pay, including part-time work etc	3	<p>Audit Conclusion – Work in progress</p> <p>The Interim Manager of Corporate Resources stated that the HR team will be collecting and publishing the equality data around the 9 characteristics of equality data for its workforce. The data will be available from September 2016 and will be published from September 2017 onwards.</p>

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
			<p>Veronika Quintyne Community Engagement Officer September 2016</p> <p>Update from Karen Pollard Oct 16: Data will be published about the 9 characteristics by end March 2017.</p> <p>Update: Data is being collected from all staff in February with a view to publishing the data in April 2017. Date revised to 31/3/17</p>
13/14 Equalities	The relevant data should be collated and progress against the measures for the equality objectives should be reported on a timely basis.	3	<p>Audit Conclusion –Work in progress</p> <p>The Interim Manager of Corporate Resources stated that the Community Engagement Officer will be reporting to the next PFD meeting on performance against the council’s 5 equality objectives.</p> <p>Veronika Quintyne Community Engagement Officer March 2016</p> <p>Updates from Karen Pollard Sept and Oct 16: The Equality Objectives have been met taking the Plan up until 2017. The new Plan is currently being consulted on. The community engagement forum guides the work on these targets.</p> <p>Further update: This work is due to be completed in September 2017. Date revised to 1/9/17</p>
14/15 Private Sector Housing/Disabled Facilities Grants	It should be ensured that when the Private Sector DFG Policy is reviewed, clear and accurate information is included relating to the criteria for	3	<p>Audit Conclusion- Work in progress</p> <p>The Private Sector DFG Policy is due for a complete review and approval by the Service Delivery Committee and this point will be addressed in the reviewed version. It is intended that the reviewed version will be</p>

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
	prioritising applications.		<p>taken to the SDC in June 2016 for approval.</p> <p>John Stemp – Property Manager 30 June 2016</p> <p>Update from Stephen Glazebrook June 2016: A report has been prepared for the July 2016 committee meeting but this involves the potential for the service to be incorporated in the Lightbulb Project which will introduce a consistent county wide service. If this goes ahead the service standards will be set jointly with participating authorities through the Lightbulb project. Revised implementation date 31/10/16</p> <p>Date now revised to 30/9/17</p>
12/13 Risk Management	An exercise should be undertaken to review all existing partnerships and projects to establish what risk registers are currently in place. A review should then take place to standardise the format of partnership and project risk registers and ensure that all partnerships and projects maintain such registers.	3	<p>Audit Conclusion –Work in progress The Interim Accountancy Manager has confirmed the work is ongoing but due to operational reasons has been delayed</p> <p>Chris Raymakers Revised date 30 June 2016.</p> <p>Update: Work to be done over the Summer – revised implementation date 30/9/16</p> <p>Update: Zurich Municipal to be contacted to assist with risk management – revised date 31/3/17</p>
12/13 Risk Management	Priority should be given to identifying and implementing a bespoke Risk Management IT package that will	3	<p>Audit Conclusion –Work in progress The Interim Accountancy Manager has confirmed the work is ongoing but due to operational reasons has been delayed.</p>

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
	allow the Council to develop from a process driven risk management function to one that is fully embedded.		Chris Raymakers Revised date now 31 Aug 2016. Update: Zurich Municipal to be contacted to assist with risk management – revised date 31/3/17
14/15 Main Accounting	<p>Prompt removal of leavers from financial systems access:</p> <p>a) It should be ensured that HR provide timely notification of leavers to the IT provider to assist with the prompt removal of leavers from the domain accounts.</p> <p>b) The IT provider should delete all leavers in a timely manner upon notification from HR.</p>	3	<p><u>Audit Conclusion –Work in progress</u></p> <p>The Interim Accountancy Manager has confirmed that Finance would co-ordinate with Human Resources to identify when officers leave the employment of the authority. He expected the movement of agency staff on to permanent contracts will greatly facilitate this once it has been completed and regular meetings with HR commence. This should then ensure that the IT provider is notified of such leavers in a timely manner to remove them from the Council's system and to confirm such action to HR / Finance in a timely manner.</p> <p>Chris Raymakers/Karen Pollard 30 June 2016</p> <p>HR have confirmed they will let IT know when there is a leaver – date revised to 3/1/17. Subject to the Committee's agreement we consider this matter to be implemented as a result.</p>
11/12 Corporate Governance: Tenon review-Pest Control service review	a) Management should report the financial benchmarking data that compares the service to other local Authorities in Leicestershire to the Senior Management Team and the Service Delivery Committee.	3	<p><u>Audit Conclusion –Work in Progress</u></p> <p>Pest Control income was considered and included as part of the 2016/17 budget setting process and included in the PFD Committee approved Fees & Charges for 2016/17. The cost to benefits of the provision of this service will be kept under review for the first half of the 2016/17 financial year and a paper will be taken to the PFD Committee</p>

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
	b) Management should also undertake a value for money review of the Pest Control Service to ensure that the Council is managing this area in the most economic and effective manner.		<p>in October 2016 when the proposed Fees & Charges for 2017/18 will be taken for approval, recommending discontinuing the service if this is deemed necessary.</p> <p>Stephen Glazebrook Interim Community Manager October 2016</p> <p>Date now revised to 31/3/17</p>
13/14 Legal Services/Corporate Legal Compliance Arrangements	<p>New, Amended and Revised Statutory Duties, Powers and Legal requirements: Action should be taken to ensure that legislative and other changes are addressed by the Council on a timely basis and can be implemented for the date that such changes come into force.</p> <p>The Council's website should be updated to include accurate information on changes to legislation.</p>	3	<p>Audit Conclusion –Work in Progress</p> <p>The Director of Services confirmed that the future programme of planned legislative changes will be kept under review to ensure that any which will/ may impact on the Council and its activities are identified and the likely impact assessed, implemented and communicated as appropriate to ensure timely compliance.</p> <p>Anne Court Director of Services Immediate</p> <p>Update from Karen Pollard Oct 16: Website is updated by the new PR and Communication officer. Compliance with legislation is handled better now since the new postholder is in place.</p> <p>Update from Karen Pollard Jan 17: The Web site is monitored and updated in line with legislation.</p> <p>CW Audit note: subject to Committee agreement we now consider tis</p>

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
			matter effectively implemented
14/15 Street Cleansing and Grounds Maintenance	Efficient working: It should be ensured that consideration is given to the maximisation of the efficient and effective use of staff and equipment (including procurement) across the Clean and Green Team and other Council Teams.	3	<p><u>Audit Conclusion – Work in Progress</u></p> <p>Purchase of equipment will continue demonstrate the consideration of efficiency issues eg the purchase of refuse trucks for approximately £1m in the last financial year.</p> <p>Efforts have been made to harmonise the working contracts for staff in the Clean and Green Team and Refuse and Recycling Team with direct input from the HR Team but this has stalled at the moment. Efforts will be made to progress this issue.</p> <p>Brian Kew, Operations Manager Ongoing</p> <p>Update: date amended to 31/3/17 – this is still ongoing with HR</p>
14/15 Street Cleansing and Grounds Maintenance	Cleanliness Service Standards – Targets: The Council should introduce specific cleaning performance targets for monitoring and reporting against.	3	<p><u>Audit Conclusion – Work In Progress</u></p> <p>All staff have been trained on the Cleanliness Standards A – D previously used in NI195. All areas are to be restored to the A standard after being visited. Areas are subject to spot checks by foremen/supervisors.</p> <p>A reporting mechanism on performance has not yet been devised due to current lack of resources.</p> <p>Brian Kew, Operations Manager Ongoing</p> <p>Update: date amended to 31/3/17</p>
15/16 Benefits	Management should review the	3	Original response: We will continually review the information held on

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
	information held on the Council website to ensure it is accurate, and up to date.		<p>the Council website to ensure it is accurate, and up to date. The January 2015 updated Customer Service Charter had not been posted on the Website. This will be reviewed and updated. The link to the Council Tax Support Scheme has been repaired. The DHP policy on the website is up to date but is under review.</p> <p>Jacky Griffith, Welfare and Taxation Processing Manager – by 29/2/16</p> <p>Update from Jacky Griffith Oct 16: The Customer Service Charters for 2015 which are now historic will not be posted on the website but the new charters when produced – will be published – revised implementation date 31 May 2017.</p>
14/15 Refuse & Recycling Collection	<p><u>Recycling Strategy</u></p> <p>The Recycling and Composting Strategy 2005 -2015 should be reviewed, updated and re-implemented.</p>	3	<p>Original response: To be reviewed for the next 5 years 2016- 2021</p> <p>Karen Parkes, Recycling Officer –by 30/6/16</p> <p>Update from Karen Parkes: date revised to 30/6/17 - revised implementation date due to major changes in April 2018.</p>
15/16 Payroll & Expenses	<p><u>Mileage and overtime claims</u></p> <p>It should be ensured that all expense claims are fully signed and dated by the claimant and the authorising officer whose signature should be legible. To aid recognition of authorising signatures, officers who can authorise expense claims should be added to the Councils ASL. - the spreadsheet used to calculate payments for mileage claims is</p>	3	<p>Original response: Staff will be reminded that all claims must be signed with name printed in letters and dated. HR will liaise with Finance to ensure they have access to the up to date ASL for reference. The spreadsheet has been reviewed and this confirmed that it had not been updated to reflect the employees use of a car with a bigger engine which attracts a higher mileage rate. This has now been actioned and arrangements to pay the employee for the shortfall are underway.</p> <p>Karen Pollard, Interim Corporate Resources Manager, by 30/6/16</p> <p>Update and date revised to 22/12/16: Two members of the HR team check mileage claims.</p>

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
	reviewed for errors in the set formulae in cells and, associated over/underpayments during the year identified and appropriately actioned.		
15/16 Council Tax	<p><u>Reporting of arrears</u></p> <p>Arrears reports showing the position and performance of the Recovery Team in collecting arrears should be produced periodically and considered by senior management. This could be monthly or quarterly and show information including/such as: the position to date; performance since the last report; comparative performance against prior year; and Detailed reports on the oldest and highest risk debtors outlining what has been done and other potential recovery actions that need to be considered including ongoing write-offs.</p>	3	<p>Original response: Reporting is done informally at present but will be put on a more formal basis. Jacky Griffith will ask Senior Management Team to specify exactly what information they require and will provide this information formally on a regular basis (suggest quarterly) – Jacky Griffith, Welfare & Taxation Processing Manager, by 30/6/16.</p> <p>Update from Jacky Griffith: A Communications & Business Performance Management Officer joined the organisation in July 2015. One of the objectives of this post is to introduce a Performance Management system across the organisation. This is currently in progress using a balanced scorecard approach which measures performance in each service area across four strands: •Financial health •Process •People (staff) •Customer Focus This will include the reporting of arrears Revised date: 31 January 2017.</p>
15/16 Business Rates	<p><u>Collection and Recovery Performance Reporting</u></p> <p>The Council should ensure quarterly reports on key elements of the</p>	3	<p>Original response: Reporting is done informally at present but will be put on a more formal basis. Jacky Griffith will ask Senior Management Team to specify exactly what information they require and will provide this information formally on a regular basis (suggest quarterly) – Jacky Griffith, Welfare & Taxation Processing Manager, by 30/6/16.</p>

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
	performance of collection and recovery of Business Rates is reported to senior management outside the department.		Update: A Communications & Business Performance Management Officer joined the organisation in July 2015. One of the objectives of this post is to introduce a Performance Management system across the organisation. This is currently in progress using a balanced scorecard approach which measures performance in each service area across four strands: •Financial health •Process •People (staff) •Customer Focus The process element will include reporting on Business Rates collection and recovery performance. Revised date: 31 January 2017.
15/16 Housing Rents	<p><u>Effective arrears management per procedures</u></p> <p>Periodic reviews should be undertaken to ensure staff comply with revised processes.</p>	3	<p>Original response: Staff have been set clear targets in terms of arrears and accounts are monitored on a weekly basis by the income officers and performance is checked by the Team Leader on a fortnightly basis.</p> <p>Steve Nash, Community Housing Team Leader, by 31/5/16.</p> <p>Update: The revised rent arrears sequence created by the Team Leader Community, Orchard (IT supplier) and the System Support Officer is due to be implemented shortly. Once implemented the new sequence will have to run for a few months to determine if there are any faults as such a change is not subject to formal UAT being a configuration issue. Once bedded in and any tweaks made then the draft procedure will be amended as necessary after which consideration will be given to checking that staff are following the procedure. Date revised to 1/6/17</p>
15/16 Housing Rents	<p><u>Rent Collection Procedures</u></p> <p>Up to date procedures should be produced covering rent collection</p>	3	Original response: This is accepted by the Council. A complete review of the rent collection process and procedures will be carried out ASAP to ensure compliance with Policy. This will include implementation of ICT changes and training for all relevant members of staff including

Review	Recommendation	Risk Rating	Current status (including position reported by Internal Audit at March 2016 where relevant)
	activities to provide for timely and complete collection of chargeable rent.		<p>Customer Services Centre.</p> <p>Steve Nash, Community Housing Team Leader, by 30/4/16</p> <p>Update: A draft Procedure has been produced which clarifies the various roles and a revised rent arrears collection sequence for the Orchard Housing system has been devised. Implementation of the revised rent arrears sequence is pending SopraSteria the internal IT contractor providing suitable resource.</p> <p>Date revised to 1/3/17.</p>
15/16 Housing Rents	<p><u>Guidance to staff</u></p> <p>Guidance should be provided to staff on security and confidentiality.</p>	3	<p>Original response: Training for all relevant members of staff including Customer Services Centre will be carried out and also will be incorporated into a role specific induction programme for new staff. Steve Nash, Community Housing Team Leader, by 30/4/16</p> <p>Update: Global training is being provided via Sarah Jones on Data Protection scheduled for the end of January and beginning of February 2017.</p> <p>Revised date 12/2/17</p>
15/16 Housing Rents	<p><u>Rent roll and reconciliation to property records</u></p> <p>An annual reconciliation should be undertaken of the properties on the rent system and the Council's asset register, and that this agrees to legal services records.</p>	3	<p>Original response: The Council accepts this and will ensure that regular reconciliations are carried out at Mid Financial Year (October) and Financial year End (April). - Property Manager /Principal Accountant / Legal Services</p> <p>Update: Will be completed when new rent roll is updated in February- Chris Raymakers, Interim Accountancy Manager 28/2/17.</p>

5. 2016/17 Internal audit plan

Review	Scheduled Start*	Status	Level of assurance
Budgetary Control/Medium Term Financial Strategy	January 2017	In progress	
Main Accounting	November/December 2016	In progress	
Creditors	February 2017	Scope agreed	
Debtors	February 2017	Scope agreed	
Treasury Management	November/December 2016	Final report issued	Full
Income Management & Cash Receipting	November/December 2016	Final report issued	Full
Anti Fraud & Corruption-targeted fraud prevention/detection work	May 2016	Completed	N/A
Strategic Procurement / Shared Services / Service Review - VFM	January – March 2017		
Income Generation/fees and charges	June/July 2016	Completed	N/A
Cash Receipting system implementation	April-June 2016	Completed	N/A

Review	Scheduled Start*	Status	Level of assurance
Grant Aid – Value for money review	January – March 2017		
Food Hygiene	To be agreed		
Payroll & Expenses	January – March 2017	Scoping	
Workforce – Procurement of agency staffing	To be agreed		
Council Tax	December 2016	Final report issued	Significant
Business Rates	October - November 2016	Final report issued	Significant
Benefits	November 2016	Final report issued	Significant
Housing Rents	January – March 2017		
Housing – investment / repairs and maintenance	January – March 2017		
Void Property Management	January – March 2017		
Brocks Hill	To be agreed		
Health & Safety – ‘Depot Services’	July/August 2016	Final report issued	Significant
Vehicle procurement and management	To be agreed		

- Timings either agreed with management where relevant or proposed by us. As stated earlier, discussions are underway regarding assurance/support in relation to key change management projects, which may replace certain above planned audits.

Agenda Item 8



Policy, Finance and Development Committee	Tuesday, 31 January 2017	Matter for Information and Decision
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Title: **Overall General Fund Revised Financial Position 2016/17 and Draft Budget 2017/18**

Author: **Martin Hone (Interim Chief Finance Officer / Section 151 Officer)**

1. Introduction

This report contains the overall revised General Fund revenue budget for 2016/17 and the draft General Fund revenue budget for 2017/18.

Much of the financial information is necessarily based on a number of assumptions which are wholly or partly influenced by external factors. Some of these factors, such as the final level of external grant support and the level of Government-set fees, will not be known until later in the process, and any amendments will be reported to Council at the 21 February 2017 budget meeting.

In addition, the impact of the Chancellor's Autumn Statement, in particular modifications to the capping of Council Tax increases, the four-year settlement, retention of Business Rates and amendments to the New Homes Bonus scheme, means the Council needs to adjust its medium-term financial strategy to reflect these changes in national policy.

2. Recommendations

- 2.1. That the Committee consider and approve the overall revised General Fund revenues budget position for 2016/17 (Appendices 1 and 2).
- 2.2. That the Committee recommend in principle to Council the overall draft general Fund revenue budget for 2017/18. This will be the subject of a further and fuller report to Council on 21 February 2017 (Appendices 1 and 3).
- 2.3. That Committee approve the use of reserves as outlined in Appendix 4
- 2.4. That Committee agree that the Council will remain in the Business rate Pool for 2017/18.

3. Information

- 3.1. In February 2016 the Council agreed its Corporate Plan and set a Council Tax and budget for 2016/17 to support the delivery of the nine key commitments and the wider objectives set out in the Plan. In April 2016 the Council's approved its forward forecast to 2020/21 as set out in the revised Medium Term Financial Strategy (MTFS).

The forecasts included concerning the Government's legislative programme and other external factors that could potentially impact on the Council's financial position was based on the best information available at that time.

- 3.2. In September 2016 the Policy, Finance and Development Committee approved the budget strategy for financial year 2017/18. The strategy identified a continuing deficit

position in the General Fund being projected to 2019/20 and to address this, options would be developed corporately to provide savings to deliver a balanced budget for 2017/18 and for future years. These options included:

- Increase in income through reviewing existing fees & charges and exploring new revenue streams
- Reducing costs by improving service efficiency
- Reduction of costs through cutting overheads
- Alternative service delivery mechanisms and business transformation

The provisional financial settlement was received from the Department for Communities and Local Government (DCLG) in December 2016. The final settlement is expected in February.

3.3. Government Grants and Local Taxes

The provisional local government finance settlement has increased the pressure on local authorities to find further savings in their expenditure on day-to-day services and to look for alternative sources of income as central government grants continue to be reduced.

The four-year settlements that were offered in the 2016-17 settlement were confirmed in the settlement. Certainty about the levels of grant for the next four years allows better forecasting and planning of resources allocation.

The following funding streams are included in the four-year settlement:

- Revenue Support Grant
- Business rates tariff and top up payments
- Rural Services Delivery Grant
- Transition Grant

In calculating the financial support to be provided in the settlement the Government has assumed that local authorities will increase their Band D council tax by the maximum amount possible. For this Council the maximum increase for 2017/18 over 2016/17 is £5.00, and the figures in this report are based on a Council Tax increase of this amount in 2017/18.

3.4. Revenue Support Grant

The major reduction in funding to the Council relates to Revenue Support Grant (RSG). 2016/17 the Council received £718,275 to support the delivery of General Fund services. For 2017/18 RSG has been reduced by £357,897, to £360,378. The Government has previously announced plans to reduce RSG to zero for all local authorities by 2020.

3.5. New Homes Bonus

There has been a reduction in the planned New Homes Bonus (NHB) payments (down from £1.493bn to £1.251bn at a national level), and a change in the way that local authority allocations are calculated. For 2017/18 the Council's NHB has reduced by £37,000 compared to 2016/17 (from £408K to £445K). The Government proposed changes in a consultation paper issued in December 2015, with the intention of reducing the amount that is paid out through the NHB. The target set in the settlement last year was that total payments reduced from nearly £1.5bn in 2016/17 to £900m in 2019/20, with the saving used to fund adult social care. The pressures on social care

has meant that the reduction has been moved forward. There is now a planned reduction of nearly £250m in NHB in 2017-18, and this has gone to create the new adult social care fund (see 3.7 below). The key changes to the NHB scheme are as follows:

- To reduce legacy payments from 6 years to 5 years in 2017/18 and then to 4 years in 2018/19.
- A “deadweight” factor or national baseline will be introduced, so that no NHB payments will be made to a local authority for housing growth of less than 0.4%.
- From 2018/19 the Government will withhold payments from authorities not supporting housing growth. This will potentially include no or reduced payments for houses that are built following a successful appeal and to local authorities who do not have an approved Local Plan.

There will be a further consultation on these elements. To calculate the 2017/18 NHB payment, the increase in the number of dwellings (converted to Band Ds) is calculated, and the national baseline of 0.4% is deducted. Payments are only made on the increase in the number of houses above the national baseline; no payments are made for growth in housing below this threshold. This approach ensures that there are no cliff edges for authorities above and below the threshold.

Because of the urban nature of the Borough and a lack of opportunity to develop new housing, the Council fares the worst among the districts of Leicestershire and in fact receives one of the lowest levels of NHB in the country.

3.6. **Council Tax Base**

In calculating the settlement figures, the DLCG has used optimistic assumptions for the amount of Council Tax that local authorities can generate. At the national level it is assumed that Council Tax income will increase by 5.60% in 2017/18: to achieve this every authority would be increasing their Band D council tax by the maximum amount permitted without a local referendum as well as an average 1.2% growth in the tax base (i.e., the increase in the overall stock of housing). In 2016/17, the Council’s tax base grew by 1.47%.

For 2017/18 the Council Tax Base has increased from 16,944.2 to 17,155.7 an increase of 1.25%.

Using the 2016/17 level of Council Tax, the increase in the base would increase income by £43,703 in 2017/18.

Most classes of authority in aggregate will receive marginally more in 2017/18 in this settlement. Shire districts like Oadby & Wigston Borough Council are the only class with an appreciable reduction in spending power. This is caused by the cuts of £240m in NHB which are felt more strongly in shire districts (partly because districts have an 80% share of NHB in two-tier areas).

3.7. **Adult Social Care**

For 2016/17, local authorities that provide adult social care (such as Leicestershire County Council) were able to levy an additional precept of up to 2%. The settlement for 2017/18 included allowing local authorities that provide adult social care to levy a precept on Council Tax that will allow for a maximum 6% increase over the next three years, with a maximum increase in any one year of 3%. (So an authority could set the precept at 2% in each of the next three years, or 3% in the first two years and then 0% in the final year).

However, it should be noted that no **additional** resources are being made available to the sector over the next three years. The additional annual 1% precept only brings forward the additional Council Tax yield (the maximum increase over the next 3 years is still only 6%). And the extra resources from NHB in 2017-18 is a transfer from one grant to another, albeit with some of the losses of NHB coming from shire districts who do not have any social care responsibilities. There will be additional funding available for adult social care of £900m over the next two years at the national level. This includes the additional yield from the additional 1% precept (£208m in 2017/18 and £444m in 2018/19) plus the additional funding that is being transferred from New Homes Bonus (£240m), see 3.5 above. The additional yield from the adult social care precept assumes all authorities use the full precept allowance in the next two years.

3.8. **Local Council Tax Support Scheme**

The support scheme (introduced in 2013/14) is effectively a Council Tax discount, reducing the Council's tax base and therefore reducing the amount of Council Tax collected. Current projections for outturn 2016/17 indicate that the current scheme is operating within the assumptions about collection built into the estimates. The current arrangements have been reviewed and it is proposed that there be no change to the 15% level of support reduction to working age claimants for 2017/18.

3.9. **Business Rates**

Although local authorities are not able to set the level of business rates under the current scheme, it is devised to reward Councils where there is an increase in the amount of rates collected as a result of increases in the rateable values of local businesses. Authorities that see a decline in the overall rateable value of businesses in their area will see a relative reduction in their resources. The scheme does include a levy on disproportionate increases that is used to provide safety net funding for Councils that are impacted by significant decreases.

A technical consultation paper dealing with the implementation of the 100% business rates retention system has been published by the Government. 100% business rates pilots have been announced for the following areas:

- Greater Manchester
- Liverpool City Region
- West Midlands
- The West of England (Bath and North East Somerset, Bristol, South Gloucestershire)
- Cornwall Council
- Greater London Authority

The success or otherwise of the pilot schemes will determine the timetable for the roll-out of the 100% rates retention system to other local authorities.

Under the Local Government Finance Act 2012, Councils can form pools for the purposes of business rate retention. This is beneficial if in the period there is a real term rise in business rates for the sub-region. At its meeting on 2 February 2016, this Committee agreed that the Council would remain in the pool with other Leicestershire authorities for 2016/17. Provisional outturn for the pool in 2016/17 suggests £4.6 million gain in funding for Leicestershire. The Leicestershire Treasurers' Association met on 9 January 2017 to discuss the potential for continuing the pool in 2017/18. As a result of that meeting and the significant gain in 2016/17, the Chief Financial Officer recommends that the Council continues in the scheme in 2017/18.

3.10. Council Tax Thresholds

Core principle of a maximum 2% increase. This applies to counties, London Boroughs, unitaries, fire authorities and metropolitan authorities.

Adult social care precept: Maximum increase of 3% in each of 2017/18 and 2018-/19, with a maximum increase over the next 3 years of 6%. Authorities can still set a precept 2%/ 2%/ 2% over the next 3 years. The intention of the change in the way the precept works is that authorities can bring forward the increase in the precept shire districts (such as Oadby & Wigston) can increase council tax by 2% or £5, whichever is the higher.

3.11. Other Sources of Income and Potential Savings

As Revenue Support Grant continues to be phased out the Council will need to identify alternative funding opportunities. Reviewing the extent to which it makes all possible use of charging and trading powers forms a key element of the proposed budget for 2017/18 and for the Medium Term Financial Strategy. The Council has recently set up a wholly owned company to address pressing housing issues and to generate additional revenue. The Council will continue to look at options for alternative service delivery and collaboration with other service providers. For instance the Council currently buys in legal advice and support from North West Leicestershire District Council.

Given the current national economic position and consequential impact on local government resourcing it is clear that the Council must continue to reassess likely levels of future funding; the ability to raise revenues from other sources; and to focus on ensuring that expenditure is carefully aligned with the Council's strategic objectives and focuses on the delivery of front-line services. As central funding declines the Council will need to maximise opportunities from alternative funding arrangements that are primarily driven by business and residential growth in the Borough.

The current MTFS sets out the overall financial objectives that underpin the Council's priorities. This includes a summary of the national financial context together with factors and key financial principles affecting the General Fund. The MTFS will be updated once Council approves the 2017/18 budget, and a report will be presented to this Committee in March 2017.

3.12. The Council's Four-Year Efficiency Plan

In October 2016 the Council submitted its four-year efficiency plan to the DCLG. This was in response to the invitation from the Secretary of State in March 2016 for local authorities to engage with Government to secure a multi-year settlement for Revenue Support Grant, thus helping to strengthen the Council's financial management.

The provisional financial settlement for 2017/18 was announced by the Secretary of State on 15 December 2016 and as anticipated the Council's plan had been accepted and therefore the levels of Revenue Support Grant for the next four years are known which aids medium-term financial planning and target setting.

The features of the Council's efficiency plan are:

- Active asset management.
- Service review and redesign.
- 'Invest to save' schemes – capital 'one-off' spending to achieve continuing

- savings in day-to-day running costs or increased income.
- Not adopting any scheme, project or services that are not first demonstrated to be at least cost neutral.
- Commitment to building more houses.

The draft budget for 2017/18 and the updated Medium Term Financial Strategy anticipates significant savings from these efficiencies.

3.13. Local Government Financial Settlement

The provisional finance settlement for 2017/18 was announced in December 2016 and is detailed below:

3.14. Revenue Spending Power

Revenue Spending Power is the Government's estimate of the amount of funding available to each authority to spend on their core services. It comprises Council Tax and Business rate income, Revenue Support Grant and New Homes Bonus plus a number of other specific Government grants. Based on this methodology, the Council's overall spending power has reduced by 3.89% in 2017/18 compared to 2016/17. The table below details the Government's assessment of Revenue Spending Power for the Council:

Summary	2016/17	2017/18	Change (£)	Change (%)
Council Tax	3,501,180	3,630,690	129,510	3.70%
SFA	2,129,737	1,800,656	(329,081)	(15.45%)
New Homes Bonus	445,097	407,743	(37,354)	(8.39%)
Transition Grant	20,390	20,311	(78)	(0.38%)
Core Spending Power	6,096,404	5,859,401	(237,003)	(3.89%)

3.15. Draft Budget 2017/18

The MTFS ensures that the commitments made to deliver the Council's priorities are funded not only in the year for which formal approval of the budget is sought (2017/18) but for future years as well within a reasonable tolerance.

The September meeting of this Committee received an updated financial forecast to 2019/20 showing a funding gap for the three years of £1.403m, including a gap for 2017/18 of £862,000. As mentioned above, the Council's four-year efficiency plan was accepted by DCLG and as a result there is certainty over the level of Government grants over the planning period to 2020. An updated MTFS will be produced following the confirmation of the 2017/18 settlement which is expected in February, and this will be submitted to this Committee at its March meeting.

In consultation with Members, the Council's Senior Management Team and other lead officers have been involved in a process of priority setting and the continued implementation of service transformation in order to produce a balanced budget for 2017/18. For 2017/18 it is proposed to use General Fund reserves of £150,000 to balance the budget. The current strategy is not to use the General Fund reserve to fund forecast deficits in future years. The Council's MTFS and budget strategy contains a target for General Fund reserves to be no less than 5% and no more than 10% of annual net expenditure. At the current time the Reserve holds £869,000 against an annual net expenditure for 2016/17 of £6.465m (just over 13%). The use of £150,000 to balance the 2017/18 budget has the effect of reducing the Reserve to

£719,000 (just over 11% of 2016/17 net expenditure).

Funding for the majority of the Council's priorities for 2017/18 is included in the MTFS by rolling forward spending plans in the current year's budget without the requirement for any specific growth in expenditure.

A summary of the proposed General Fund revenue budget for 2017/18 is set out in Appendix 1.

3.16. **Assumptions in the Budget Forecast**

The forecast makes a number of assumptions which are necessary to achieve a balanced budget in 2017/18 and help deliver the Council's medium term financial strategy.

The main assumptions for the 2017/18 budget and the MTFS are as follows:

- Council Tax increase of £5 at Band D
- Council tax base increase of 1.125% in 2017/18
- Pay award of 1%
- Inflation – general assumed nil
- Inflation – contractual by RPI
- Interest rates – no change
- Fees and charges as agreed at this Committee in November 2016
- Collection rates for Council Tax and business rates as per 2016/17
- Local Council tax Support Scheme unchanged from 2016/17
- New Homes Bonus to decrease by £37,000

The Council will balance its medium-term financial plans over the next three years by addressing the following issues:

- Use of balances.
- Building on the proposals set out in the four-year efficiency plan.
- Service redesign and improved asset management – in particular, the review will focus on community assets like Brocks Hill, the depot and waste management services, management restructure, cash handling, facilities, Council offices and the use of a wholly owned company to deliver housing services.
- Use of new technology to transform service delivery.
- Better procurement.

The impact of these assumptions is set out in Appendix 1.

3.17. **Risk Assessments**

Clearly each of the budget assumptions referred to above and the overall budget process carry elements of risk. This section of the report sets out how these risks are mitigated as far as possible. The Council has a strong record of financial management which has been recognised in the recent annual audit letter from external auditors. Risks are further mitigated by adopting the following methodology when preparing draft estimates:

- Maintaining the minimum reserves calculated to be required for contingencies in year.

- Ensuring that budget guidelines are clear and adequate control systems are in place to alert management and Members at an early stage of any significant variances from plan.
- Using professional expert advice where necessary (e.g., treasury managers for interest rates; chartered surveyors for valuing assets).
- Maintaining a rolling review of the forecast expenditure of estimates beyond the current year.
- Remaining alert to changes in the external financial environment and their likely impact on local government and the communities the Council serves.

3.18. **Capital Expenditure and Receipts**

The Council's capital programme for 2017/18 requires careful consideration as it depends heavily on external funding from central government or borrowing which has a direct impact on the Council's Revenue Budget. It is important therefore that any capital programme is both affordable and deliverable in year. Any decisions on capital schemes has therefore be delayed until after the revenue budget has been completed which will allow the Council to develop a robust programme.

Priority will be given to those schemes which a mandatory such as Disabled Facility Grants, those which are externally funded and those of urgent priority to the Council such as Horsewell Lane Pavilion.

No new schemes will be contractually committed to unless available funding is confirmed by the Council's Chief Financial Officer.

3.19. **Review of Specific and General Reserves**

An important part of the Council's budget strategy is the review and consideration of its reserves. The Council's current forecast of uncommitted General Fund reserves that will be held at 31 March 2017 is £869,000 (see Appendix 1). The Council's financial strategy applies a robust but prudent use of these balances to cushion the impact of the challenging economic environment whilst maintaining the necessary level of reserves over the planning period to 2020.

The Council also has a number of reserves that are earmarked for specific purposes and these are detailed in Appendix 4. The requirement to hold these reserves will continue to be reviewed as part of the scrutiny of the Council's financial plans.

3.20. **Fees and Charges**

The proposed level of fees and charges for 2017/18 was considered and approved by this Committee at its meeting in September 2016.

3.21. **Financial Implications**

For the current financial year of 2016/17 the forecast overall financial outturn position is shown in Appendix 1. The variations between original budget and projected outturn are listed in Appendix 2 with further explanations regarding significant differences. The draft revenue budget for 2017/18 is also set out in Appendix 1. It shows planned net expenditure for the year of £6.604m. Appendix 3 shows the headline additional pressures that have been incorporated in the budget and the major savings that have been included in the calculations to achieve a balanced budget in 2017/18.

Member's instructions to officers have made it clear that the financial gap should be bridged through a combination of operational and efficiency savings that do not significantly impact on front line services to the communities that the Council serves.

The budget outlined in this report broadly reflects this guidance. However, Committee should note that the planned service redesigns referred to above will involve considering a range of options for delivery that could impact on the ways in which services are provided. No decisions will be taken without the full involvement of Members and appropriate consultation.

3.22. **Legislation and Policy**

There are statutory requirements of the Council's Section 151 Officer in relation to setting a balanced budget. The Local Government Finance Act 1988 (Section 114) prescribes that the responsible finance officer 'must make a report if he considers that a decision has been made or is about to be made involving expenditure which is unlawful or which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency to the authority'. This includes an unbalanced budget. There are no specific legal implications as a result of this report. However, any implications of specific savings proposals will be set out in individual business cases to inform consultation and final decision making.

3.23. **Risk Management Implications**

The implications are set out in Appendix 5 of this report.

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Implications	
Financial (CR)	As set out in the report.
Legal (AC)	As set out in the report.
Risk (CR)	As set out in the report and appendix 5.
Equalities (CR)	No significant implications.
	Equality Assessment:-
	<input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable

GENERAL FUND BUDGET SUMMARY 2017/18

	Budget 2016/17 £	Revised Estimate 2016/17 £	Budget 2017/18 £
Policy Finance and Development	1,895,960	2,377,600	2,328,400
Service Delivery	3,593,050	3,417,600	2,975,170
Development Control	520,200	559,900	503,000
Children and Young Persons	11,800	8,800	11,800
Licensing and Regulatory	61,160	56,500	44,800
Net Committee Expenditure	6,082,170	6,420,400	5,863,170
Capital Financing	626,660	618,700	795,000
Total Expenditure	6,708,830	7,039,100	6,658,170
Contributions to/(from) :			
Capital	10,000	10,000	10,000
Small Earmarked Grants	0	0	(5,200)
Housing Planning Delivery Grant	0	0	0
Contingency Reserve	0	(182,000)	0
Budget Carried Forward	0	(42,900)	0
Operations	0	0	0
Grounds Maintenance	(23,400)	(23,400)	(23,400)
Revenue Section 106 Agreements	0	(15,000)	(15,000)
Troubled Families	0	0	(23,300)
Income Profiling	0	0	0
Greening the Borough	0	0	0
Welfare Reform Reserve		(3,000)	0
Management of Change	0	(58,000)	0
Budget Equilibrium	(280,554)	(280,554)	0
Land Valuation	0	(800)	0
HR Recruitment	0	(20,000)	0
Land Charges Reserve	0	(7,000)	0
Borough Events	0	(1,500)	0
Net Expenditure	6,414,876	6,414,946	6,601,270
Financed By			
Settlement Funding Assesment	2,129,737	2,129,737	1,800,656
NNDR Contribution		0	0
Other General Grants	360,000	360,000	360,000
Council Tax Surplus/(Deficit)	35,230	35,230	28,383
NNDR Surplus/(Deficit)	(280,554)	(280,554)	39,834
Extra NNDR Income (Pooling)	75,000	75,000	94,000
Extra NNDR Income (Econ Dev)	0	0	90,000
New Homes Bonus	445,767	445,767	407,743
Precept on Local Tax Payers	3,501,210	3,501,210	3,630,690
General Reserves	148,486	148,556	149,964
	6,414,876	6,414,946	6,601,270
General Fund Reserve			
Balance as at 1st April	995,518	995,518	846,962
Changes in Reserves	(148,486)	(148,556)	(149,964)
Balance as at 31st March	847,032	846,962	696,998

Movement Between Original and Revised Budget 2016/17

<u>Original Budget on the General Fund</u>		6,415
	Note	
<u>Increase in Service Costs</u>		
Increase in Transport Costs	1	20
Grants to Voluntary Organisations		32
Leisure Centre Consultancy Fees		5
Water		6
Letterbox		13
Land Charges Legal Payment		7
Recruitment Expenses		20
Medical Exams		12
Corporate Training		21
Recruitment Expenses		20
Investors in People		11
Human Resources Professional Advice		219
Change Management Consultancy		10
Empty Homes and Business Properties Review	2	52
Net Cost of Benefit		11
Development Control Training Fees		14
<u>Reductions in Income</u>		
Car Parking Income	8	21
Pest Control income	8	3
Reduction in Court Costs		48
Building Control Fees		<u>6</u>
		78
<u>Savings on Services</u>		
Leisure Management Fees	10	(29)
Other Faith Burials		(5)
Audit Fees		(10)
Debt Management Review		(8)
Other Savings		(19)
		(71)
<u>Increases in Income</u>		
Recycling Income from Sales		(84)
Brocks Hill Centre Income	10	(7)
Planning Fees		(55)
		(146)
<u>Increases in Funding</u>		
Housing Benefit Admin Grant		(22)
		(22)
<u>Increase in Use of Reserves</u>		
Contingency Reserve		(182)
Management of Change		(58)
Budget Carried Forward Reserve		(43)
Land Valuation		(1)
HR Recruitment		(20)
Land Charges Reserve		(7)
Borough Events		(1)
		(312)
<u>Revised Budget on the General Fund</u>		<u>6,415</u>

Changes in Budget between 2016/17 and 2017/18

<u>Additional Costs</u>		6,415
<u>Increase in Service Costs</u>		
Non Domestic Rates	1	22
Grants to Voluntary Organisations		26
Homelessness Schemes		16
Non Domestic Rates Survey		10
Net Cost of Benefit		11
Debt Management Costs		169
Legal Shared Service Contract		35
Letterbox		7
Land Charges Shared Service		41
Revenues and Benefits Computer Software		9
Water Costs		6
Non Domestic Rates		32
Other Costs		25
<u>Reductions in Income</u>		
Car Parking Income	3	21
Reduction in Charges to HRA		19
Legal Fees Received		5
Pest Control Income		3
		<u>48</u>
<u>Savings</u>		
Staffing		(377)
Land Charges Salaries		(31)
Transport		(54)
Leisure Centre Management Fees		(328)
Other Faith Burials		(8)
Legal Subscriptions		(8)
		<u>(806)</u>
<u>Increases in Income</u>		
Recycling Sales		(84)
Cemeteries Income		(13)
Licences Income		(11)
Brocks Hill Income		(7)
Building Control Income		(15)
Planning Income		(38)
		<u>(168)</u>
<u>Increases in Funding</u>		
Council Tax Admin Grant		(9)
		<u>(9)</u>
<u>Efficiency Targets</u>		
Reductions in further targets		467
		<u>467</u>
<u>Reductions in Funding</u>		
Decreased use in Reserves		230
Reductions in Election Grant		15
		<u>245</u>
		<u><u>6,601</u></u>

Estimated Council Reserves at 31 March 2017

		Balance 1st April 2016 £'000	Receipts in Year 2016/17 £'000	Used on Revenue in Year 2016/17 £'000	Used on Capital in Year 2016/17 £'000	Outturn Balance 31st March 2017 £'000	Restrictions in Use
General Fund Earmarked Reserves							
80306 7360	Open Spaces S106	549		(15)		534	S106 balances received for expenditure on parks and public open spaces
80306 7360	Capital Grants Received in Advance	27				27	Grants received for specific purposes, that have not yet been used
80306 7360	Useable S106 Interest	306				306	Interest received on S106 balances now used for their respective conditions
90005 7751	Useable Capital Receipts	683				683	Receipts from sale of assets to be used on capital projects only
90006 7751	Capital Project	6				6	Monies put aside specifically for use to fund capital projects
90007 7751	Contributions Unapplied Reserve	30				30	Grants received for specific purposes, that have not yet been used
90008 7751	Software Implementation	0				0	Monies put aside specifically for funding ICT software improvements
90017 7751	Contingency Reserve	200		(182)		18	To safeguard against budget risk and for one-off priming activities
90019 7751	Budget Carried Forward	43		(43)		0	Authorised budget carry forwards from the year to be used in the next financial year
90025 7751	Service Improvement	24				24	Used to fund improvements in Council services to improve performance after corporate restructure and reductions in commensurate budgets
90026 7751	Forums Reserve	181		(32)		149	Funding to be used to fund the improvement of areas which are specific Council priorities in areas where developments take place. Initial recommendations to come via the Resident Forums.
90028 7751	Welfare Reform	75		(3)		72	Monies set aside to cover the additional costs of administration and recovery following the introduction of the local Council Tax Benefit scheme and Universal Credit
90029 7751	Troubled Families	23				23	Used to fund investment in the Troubled families programme
90030 7751	Income Profiling	46				46	Protection against fluctuations in service income
90031 7751	Disabled Facilities	5	10			15	Monies put aside specifically to fund Disabled Facilities Grants
90032 7751	European Regional Development Fund (ERDF)	30			(10)	20	Monies put aside specifically to provide matched funding for European Regional Development Fund schemes
90033 7751	Greening the Borough	171			(30)	141	Resources available to improve the environment of the Borough and well-being of residents
90034 7751	Active Asset Management	300				300	Funding for developing Business Enterprise Centres in the Borough
90035 7751	Recycling Improvement	0				0	For the retention of a weekly service
90036 7751	Management of Change	58		(58)		0	For future organisational development
90037 7751	Budget Equilibrium	600		(281)		319	To safeguard against changes in Council funding
90038 7751	Land Valuation	20		(1)		19	To safeguard against changes in Council funding
90039 7751	HR Recruitment	20		(20)		0	To safeguard against changes in Council funding
90040 7751	Land Charges	37		(7)		30	To assist in the improvement of the Land Charges Service
90040 7751	Borough Events	9		(2)		7	Monies set aside to hold special celebrative and commemorative events in the Borough
	Total	3,443	10	(644)	(40)	2,769	
General Fund Grants							
90013 7751	Earmarked Grants	491		(23)		468	Proceeds of revenue grants and other external contributions that have not yet been used
90015 7751	Housing and Planning Delivery	207		(115)		92	Contains the remaining proceeds of this Central Government funding for future housing and planning projects
90027 7751	Grounds Maintenance	210		(23)		187	This reserve holds a commuted lump sum received from a developer earmarked for the maintenance of a specific green space
	Total	908	0	(161)	0	747	
HRA							
90009 7751	Major Repairs	0				0	Capital funding for the maintenance of the Council's housing stock
90011 7751	Regeneration Reserve	361			(115)	246	For regeneration of housing stock (within the HRA Business Plan)
	Total	361	0	0	(115)	246	
	Grand Total	4,712	10	(805)	(155)	3,762	

Appendix 5

Budget Setting Risk Implications

Risk	Risk score before controls	Control measures	Current risk score	Strategies and actions	Fully controlled risk score
<p>Failure to ensure that net expenditure is contained within the approved budget will result in failure to safeguard the Council's overall financial position.</p>	<p>High.</p>	<ul style="list-style-type: none"> • Assess the financial implications of new Government policy. • Respond to Government consultation and other initiatives. • Develop and maintain sustainable revenue budgets supported by adequate levels of reserves. • Regular budget monitoring, including forecasting the outturn position by Heads of Service, finance officers and Senior Management Team. • Actively manage those aspects of the budget that consist of significant demand-led expenditure. • Manage delivery of the transformation programme, four-year efficiency plan and review of services as outlined in the report. 	<p>Medium.</p>	<ul style="list-style-type: none"> • Respond to both external and internal events that may influence the budget position including changes in legislation. • Consider affordability of new proposals and future levels of Council Tax, fees and charges. 	<p>Medium.</p>

Agenda Item 9



**Policy, Finance and
Development
Committee**

**Tuesday, 31 January
2017**

**Matter for Information
and Decision**

Title: Draft HRA Budget and Housing Capital Programme 2017-18

Author: Martin Hone (Interim Chief Finance Officer / Section 151 Officer)

1. Introduction

- 1.1 This report provides information relating to increases in rent and other Housing Revenue Account charges for 2017/18 together with any further developments in Government legislation.
- 1.2 The report outlines the recommended changes to charges for 2017/18 together with guidance on the total size of an affordable capital programme.

2. Recommendations

- 2.1 That Members should note the report and recommend to Policy Finance and Development Committee the new levels of rent and service charges described in sections 4 and 5 below.
- 2.2 That Members recommend to full Council that the totality of the Capital Programme be set as per section 6 of this report.

3. Information

- 3.1 The Council is about to enter the fifth year of the financial regime which the government introduced in 2013/14 which was intended to give Authorities more control over their housing stock and its associated finances.
- 3.2 However, since 2013 the government has made a number of changes to the financial framework which impacts directly on this authority's finances. These changes announced in July 2015 have been diluted slightly in recent months but the main thrust of the changes remains the same.

- 1) Rents on dwellings will once again be reduced by 1% for 2017/18
- 2) The High Value Voids Levy is still to come in but not until 2018/19
- 3) Pay to Stay has been abandoned but Council's will be required to move toward fixed term tenancies in the future thus ending the idea that you had a council house for life.

4 Rent Levels 2017/18

- 4.1 As stated rent levels will decrease for 2017/18. Currently a 1% decrease in all households rent will move the average rent for a property from £77.86 to £77.08 which equates to a drop in annual rental income of around £50,000. It is important to remind Members that this is a year on year decrease which will continue for this and a further two years.
- 4.2 The range covered by the new rent levels are listed below.

	Weekly Rent 2016/17	Weekly Rent 2017/18	Decrease per week	Change	Property Type
	£	£	£	%	
Highest Rent	97.10	96.13	0.97	-1%	3 Bedroom House
Lowest Rent	57.91	57.33	0.58	-1%	Bedsit
Average Rent	77.86	77.08	0.78	-1%	

5 Service Charges and Garage Rents

- 5.1 Non dwelling rents are not subject to the rent reduction described in part 4 of this report and as a result it is recommended that they are increased by RPI in line other Council charging policies.
- 5.2 Non dwelling rents are not subject to the rent reduction described in part 4 of this report and as a result it is recommended that they are increased by RPI in line other Council charging policies.
- 5.3 It is recommended that charges are increased by 2.5% which is the RPI rate of inflation for December 2016.

	2016/17 Current Charge	2017/18 Proposed Charge
	£	£
<u>Garage Spaces</u>		
48 Week Basis	3.68	3.78
52 Week Basis	3.40	3.49
<u>Lock up Garages</u>		
48 Week Basis	6.81	6.98
52 Week Basis	6.29	6.45
<u>Caretaking Charge (Lower Rate)</u>		
48 Week Basis	2.89	2.96
52 Week Basis	2.67	2.74
<u>Caretaking Charge (Higher Rate)</u>		
48 Week Basis	5.89	6.04
52 Week Basis	5.44	5.58
<u>Heating and Hot Water Charges in Sheltered Schemes</u>		
		Increase for 2017/18
		%
Chartwell House, Oadby		2.5
Marriott House, Oadby		2.5
William Peardon Court, Oadby		2.5
Water Usage Contribution		2.5

6 Capital Programme

- 6.1 The Council will continue to bring its stock up to the Decent Homes Standard. At

present it is expected that the 2016/17 capital programme will be largely completed in this year. Due to the changes in government legislation and in particularly the 'Void Sales Levy' there is pressure and doubt on the Council's ability to fund large programmes. Also, there also does not appear to be any relaxation on the upper limit of borrowing the Council is currently allowed and as a result it is recommended that the programme for 2017/18 should be able to be financed solely from the Council's in year Major Repairs Allowance which will be around £1.24million.

- 6.2 The programme will continue to promote decent homes and will accommodate the works at Elizabeth Court which have recently been approved. A detailed schedule of works which outlines how the £1.24m will be spent will be brought to Members at a future committee

Background Documents:-

Budget Working Papers 2016/17 and 2017/18

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Implications	
Financial (CR)	Contained in the report
Legal (AC)	No significant implications.
Risk (CR)	CR1 - Decreasing Financial Resources CR9 - Economy
Equalities (CR)	No significant implications.
	Equality Assessment:- <input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable



Policy, Finance and Development Committee	Tuesday, 31 January 2017	Matter for Information and Decision
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Title: Resident Forum Outturn Budget Position and Allocation Requests

Author: Martin Hone (Interim Chief Finance Officer / Section 151 Officer)

1. Introduction

This report is to update Members as to the financial position of the Local Residents Forums at 31 December 2016 and give an indication of the amount of unallocated balances.

2. Recommendations

- 2.1. That Members should note the position of the Forum's budget.
- 2.2. That Members approve the allocation requested by the forums as set out below.
- 2.3. That Members consider the allocation of further funding.

3. Information

- 3.1 The attached report (appendix 1) shows the financial position for the three Local Residents Forums at 31 December 2016. The report shows the actual spend at the end of December for each scheme approved by the forums. Once a scheme is complete any under spend on that scheme is placed back into the spending pot for future allocation. Members should take note of the current position when considering requests for funding

Forum	Original Allocation	Budgets Allocated	Unused Balances for Reallocation	Total Unallocated Funds	Spend to 31 December 2016
	£	£	£	£	£
Wigston	230,000	215,822	10,492	24,670	194,948
South Wigston	115,000	113,740	7,401	8,661	93,714
Oadby	230,000	218,484	11,251	22,767	198,515
	575,000	548,046	29,144	56,098	487,177

- 3.2 The Oadby Residents Forum met on the 2 November 2016 at which the following requests were made.
 - (i) That The Oadby and Wigston Community First Responders be given a grant of £180 for two high visibility jackets.
 - (ii) That 7Events Group be award a grant of £250 as a contribution towards a defibulator to be located at The Parade Oadby to assist with emergency first aid.

- 3.3 The South Wigston Residents Forum met on the 8 November 2016, at which the following request was made.

- (i) That the Oadby and Wigston Community First Responders be given a

grant of £180 for two high visibility jackets.

3.4 The Wigston Residents Forum met on the 16 November 2016, at which the following request was made.

(i) That The Oadby and Wigston Community First Responders be given a grant of £180 for two high visibility jackets.

3.5 At the Policy, Finance and Development Committee in October Members asked that the funding system was reviewed to clear up issues surrounding allocations for revenue items. This has now been resolved allowing Members to award forum funds to both revenue and capital schemes from the same funding stream

3.6 The total funds remaining at 3.5 above have now been added to the Council Priority Reserve which was allocated to provide top up funding for the forums (Policy, Finance and Development Committee 3 February 2015). This increases funding by £73,000 across the three local forums. The apportionment of these funds has not yet been decided on by Members and a further report will be bought to this committee in March for Members to consider this.

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Implications	
Financial (CR)	As set out in the report.
Legal (AC)	No significant implications.
Risk (CR)	CR1 - Decreasing Financial Resources
Equalities (CR)	No significant implications.
	Equality Assessment
	<input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable

SOUTH WIGSTON RESIDENT FORUM	Approved amount	Actual amount spent at 31/12/16	Completed projects - balance available for reallocation
	£	£	
Total allocated budget	115,000	115,000	
Spend at 1 April 2016	106,890	89,489	(7,401)
South Wigston Market Traders Community Newsletter (PFD Oct 15)	500	0	
Civic Orchestra Commemorative Event (PFD Feb 16)	500	0	0
Oadby and Wigston Civic Society plaque at Train Station (PFD March 16)	450	225	0
S Wigston Traders grant for Christmas Capers (PFD July 16)	4,000	4,000	0
Grant for Step-Out Project (PFD July 16)	400	0	0
Grant to Phoenix Theripies to assist support programes (PFD Nov 16)	1,000	0	
Schemes currently requiring completion	6,850	4,225	0
Total committed	113,740	93,714	(7,401)
Completed projects - balance available for reallocation	7,401		
Funds remaining	8,661		

WIGSTON RESIDENT FORUM	Approved amount	Actual amount spent at 31/12/16	Completed projects - balance available for reallocation
	£	£	£
Total allocated budget	230,000	230,000	
Spend at 1 April 2016	208,272	193,548	(10,492)
Civic Orchestra Commemorative Event (PFD Feb 16)	500	0	0
Seat to be Placed in Bus Shelter near the health centre (PFD March 16)	250	0	0
Oadby and Wigston Civic Society Trees for Willow Avenue area (PFD March 16)	400	400	0
Litterbin at Horsewell lane (PFD July 16)	400	0	0
Refurbishment of Marrome Square (PFD July 16)	5,000	0	0
Grant to Phoenix Theripies to assist support programes (PFD Nov 16)	1,000	1,000	
Schemes currently requiring completion	7,550	1,400	0
Total committed	215,822	194,948	(10,492)
Completed projects - unused balance available for reallocation	10,492		
Funds remaining	24,670		

OADBY RESIDENT FORUM	Approved amount	Actual amount spent at 31/12/16	Completed projects - balance available for reallocation
	£	£	£
Total allocated budget	230,000	230,000	
Spend at 1 April 2016	200,602	183,582	(11,494)
Ellis Park drinking fountain/notice board refurbishment (PFD July 15)	1,800	1,624	176
Litter Bin placed on Uplands Park nr Manor Rd School (PFD July 15)	450	0	
Oadby Market Traders Festive Lights Grant (PFD Oct 15)	1,000	1,000	0
Grant to Friends of Brocks Hill (PFD Feb 16)	1,000	1,000	0
Howden Close Bus Shelter (PFD March 16)	3,500	520	
Grant to St peters Church to fund the Church Clock refurbishment (PFD March 16)	1,380	1,379	1
Litter bins - Coombe Park (PFD March 16)	900	0	0
Grant to Phoenix Theripies to assist support programes (PFD Nov 16)	1,700	1,700	0
Grant to Oadby Remembers to carry out WWI commemoration event (PFD Nov 16)	6,500	6,500	0
Grant to Oadby and Wigston Civic Society for conservation plaques (PFD Nov 16)	1,452	1,210	242
Schemes currently requiring completion	17,882	14,933	243
Total committed	218,484	198,515	(11,251)
Completed projects - unused balance available for reallocation	11,251		
Funds Remaining	22,767		

Agenda Item 11



Policy, Finance and Development Committee	Tuesday, 31 January 2017	Matter for Information and Decision
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Title: **Award of Internal Audit Contract**

Author: **Martin Hone (Interim Chief Finance Officer / Section 151 Officer)**

1. Introduction

The current Internal Audit contract end on 31 March 2017. A formal tender process has been undertaken and this report summarises the outcome of that process and makes a recommendation about the award of the contract to run from 1 April 2017 to 31 March 2020.

2. Recommendations

That the Committee:

- (i) Notes that the preferred bidder for the Internal Audit contract is Company A.
- (ii) Delegate authority to the Chief Finance Officer in consultation with the Chair of Policy, Finance and Development Committee to conclude and sign the contract with Company A.

3. Information

- 3.1 The current Internal Audit contract comes to an end on 31 March 2017. To comply with regulation and best practice the Council must ensure that it has appropriate internal audit arrangements in place. Accordingly a formal tender exercise has been undertaken so that new contractual arrangements can be operational from 1 April 2017.
- 3.2 The procurement process was undertaken using an OJEU compliant framework. The framework enables the procurement process to be simplified as these companies have already been through a tendering process. The Council used the framework provided by the North of England Commercial Procurement Collaborative. This covers both local government and the NHS and is an established framework offering access to a panel of specialist providers of Internal Audit.
- 3.3 The framework provided by the North of England Procurement Collaborative allows for the direct award of Internal Audit services. An evaluation process has been undertaken to ensure that best value is achieved by the Council.
- 3.4 To be part of the North of England Commercial Procurement Collaborative framework internal audit providers are required to meet certain standards of service delivery. This gives the Council the confidence that all providers on the framework are capable of providing the level and quality of service required to comply with internal auditing standards.
- 3.5 Since the Council can be confident that any one of the providers listed on the framework meet quality thresholds, the tender submission process comes down to a

price based assessment which is based on a daily rate and an estimated amount of annual audit days to deliver the audit plan. Of the eight companies on the framework, Company A had the lowest annual value at c. £64k. The other seven companies annual costs were in the range of c. £75k to c. £150k.

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Implications	
Financial (MHo)	Saving of approximately £4k per annum are anticipated from awarding the contract to Company A. This would remain fixed for the three year period of the contract – any option to extend would be dealt with at the appropriate moment in time.
Legal (MHo)	It is important that frameworks are used properly in order to comply with the Public Procurement Regulations and minimise the risk of challenge. The procurement has been conducted in accordance with the Council's contract procedure rules.
Risk (MHo)	The recommendations contained within this report are designed to mitigate risks by ensuring appropriate internal audit arrangements are maintained.
Equalities (MHo)	No significant implications. Equality Assessment:- <input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable

Agenda Item 12



**Policy, Finance and
Development
Committee**

**Tuesday, 31 January
2017**

Matter for Information

Title: Collection and Write-Off of Miscellaneous Debtors

Author: Martin Hone (Interim Chief Finance Officer / Section 151 Officer)

1. Introduction

As part of the income collection process, the Council's Finance Section is responsible for the production and collection of general invoices for sundry/miscellaneous debts across all services of the Council.

This report updates Members on the current collection position and requests permission to write-off larger items as required by the Council's Financial Regulations.

2. Recommendations

That Members note the contents of the report

3. Information

3.1. The Council's Finance Section is responsible for the raising and collection of around 1,500 invoices per annum, with an annual value of approximately £1.5 million relating to income for all services of the Council. The Council uses three principal methods for collecting these debts.

- (i) Direct contact with the debtor by letter or telephone.
- (ii) Referring the debt to a collection agent.
- (iii) Legal action through the courts.

During the first nine months of the 2016/17 financial year, the Council has raised 1,116 invoices totalling £830,000.

3.2. The current position relating to collection of outstanding invoices is summarised below.

	Days Overdue				
	0 – 90	90 – 182	182 – 365	365 - 730	Over 730
30 September 16	66,990	17,958	29,256	39,151	124,065
31 December 16	76,416	11,262	28,698	42,091	124,412

Over the second quarter of 2016/17, debt has risen by around £6,000. However, this is principally due to new invoices raised this quarter, with debt of 90 days or more being reduced by £4,000.

The setting up of new arrangements and the use of debt collection agents where appropriate continue to be used by the Council as a means to recover debt.

In the third quarter, the Council has:

- Set up 33 new arrangements to pay directly with the debtor.
- Referred 16 cases to the Council's collection agent.

- Written-off debtors totalling £147 under the financial regulations.

Service departments will be updated on their debt portfolio on a regular basis by the Finance department as part of an ongoing review, with a further update brought to this committee in March 2017.

4. Requested Debt Write-Off

There are no write-offs in the third quarter which require Committee approval.

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Implications	
Financial (AC)	Good debt management is essential if the Council is to maximise its revenue streams.
Legal (AC)	No significant implications.
Risk (CR)	CR1 Decreasing Financial Resources CR9 Economy
Equalities (CR)	No significant implications.
	Equality Assessment <input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable

Agenda Item 13



Policy, Finance and Development Committee	Tuesday, 31 January 2017	Matter for Information and Decision
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Title: **Charging Structure at Borough Leisure Centres**

Author: **Martin Hone (Interim Chief Finance Officer / Section 151 Officer)**

1. Introduction

This report informs members of the new charging structure at both the Parklands Leisure Centre and Wigston Pool

2. Recommendations

That Members note and approve the new pricing structure for 2017 as shown in Appendix 1.

3. Information

- 3.1 As part of the contract to run the Council's leisure centres the contractors, Sports and Leisure Management submit their recommended charges to the Council annually for approval.
- 3.2 Attached at Appendix 1 is the schedule of new charges together with benchmarking information comparing this Council's services with neighbouring councils.
- 3.3 The proposed charges for 2017 have increased broadly in line with inflation, which as a guide stood at 2.5% on the December 2016 Retail Price Index (RPI).

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Implications	
Financial (CR)	No direct implications.
Legal (AC)	No direct Implications.
Risk (CR)	CR9 - Economy
Equalities (CR)	No direct implications.
	Equality Assessment:- <input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable

OWBC SPECIFICATION APPENDIX 1

<u>Description of Charge</u>	2017/18	
	<u>Leisure Card</u>	
	£	£
<u>SWIMMING POOLS</u>		
7.1 ADMISSIONS / SESSION		
a) Adult	£3.60	£4.00
b) Junior	£2.50	£2.75
c) Concessions	£2.50	£2.75
d) Inflatable session Junior	£2.85	£3.20
e) Inflatable session Adult	£3.90	£4.35
f) Aquafit	£4.65	£5.15
7.2 SWIM SCHOOL LESSONS / 1/2 HOUR		
a) Adult/Junior	£5.15	£5.70
d) Private 1:1 (1/2hr)	£15.15	£16.85
7.3 PRIVATE HIRE		
a) Parties - (1hr in pool / 1hr in Food Area)	£77.50	£77.50
b) Extra Charge for Lifeguards	£20.50	£20.50
7.4 SWIM DIRECT DEBITS		
a) Adult	£25.00	£25.00
b) Junior	£12.50	£12.50
7.5 SCHOOL HIRE (during school hours) / CLUB HIRE		
During School Hrs	£49.20	£49.20
Extra Charge for Lifeguards	£20.25	£20.25
7.6 SAUNA		
a) Adult	£4.25	£4.70
b) Concessions	£2.90	£3.20
<u>PARKLANDS LEISURE CENTRE</u>		
7.7 SPORTS HALL		
a) Badminton - Peak	£9.65	£10.70
b) Badminton - Off Peak	£7.90	£8.75
c) Active Life morning	£3.90	£4.35
d) Five a side - Peak	£39.85	£44.30
e) Five a side - Off Peak	£31.50	£35.00
f) Table Tennis - Peak	£4.65	£5.15
g) Table Tennis - Off Peak	£3.50	£3.90
7.8 STUDIO		
a) Cycle Workout	£6.30	£7.00
b) 30 minute Sessions	£3.45	£3.85
c) 45 minute Sessions	£4.90	£5.45
d) 60 minute Sessions	£6.25	£6.90
e) Junior Dance Sessions	£3.25	£3.60
f) Short Mat Bowls - Peak	£5.10	£5.65
g) Short Mat Bowls - Off Peak	£3.90	£4.35
7.9 HARPERS FITNESS CLUB (Casual User)		
a) Joining Fee	£18.70	£20.80
b) Induction	£25.60	£28.45
c) Concession Induction	£14.05	£15.60
d) Adult / Session	£6.40	£7.10
e) Concession / Session	£3.70	£4.10
f) Disabled (Registered)	£2.75	£3.05
7.10 MISCELLANEOUS		
a) Admissions	£0.00	£2.20

	2017-18	2016-17	2016-17	2016-17	2016-17
Description of Charge	O&W	O&W	Enderby	Aylestone	Evington
SWIMMING SESSION					
Adult	£4.00	£3.90	£4.00	£4.00	£4.00
Junior	£2.75	£2.70	£2.45	£2.60	£2.60
Aquafit	£5.15	£5.00	£6.30	£5.40	£5.40
SWIM LESSONS					
Junior	£5.70	£5.45	£4.80	£4.40	£4.40
Adult	£5.70	£5.45	£4.80	£6.20	£6.20
PARTIES					
Swimming	£77.50	£75.00	£73.50	£87.50	£75.00
Sports Hall	£64.00	£62.00	£73.50		
SPORTS HALL					
Badminton - Peak	£10.70	£10.40	£11.45	£15.00	£15.00
Five a side - Peak	£44.30	£43.00	£45.50	n/a	£32.00
EXERCISE CLASS					
60 minute Sessions	£6.90	£6.70	£6.30	£5.40	£5.40
GYM					
Adult / Session	£7.10	£6.90	£8.25	£5.85	£5.85

	Sep-16						
Description of Charge	O&W	Enderby	Manor Road	David Lloyd	Abbey Sports	Nuffield	Fitness Bank
GYM MEMBERSHIPS							
Monthly DD Membership Adult	£38.00	£38.00	£55.00	£49.50	£38.99	£54.00	£30.00
Monthly DD Membership Concession	£25.00	£25.00					
Monthly DD Membership Junior	£20.00	£20.00					
Wigston only Monthly DD Membership	£32.00						
Wigston only Monthly DD Membership Conces	£21.00						
Wigston only Monthly DD Membership Junior	£16.00						



Policy, Finance and Development Committee	Tuesday, 31 January 2017	Matter for Decision
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Title: **Compulsory Purchase Order - 114 Uplands Road, Oadby**

Author: **Stephen Glazebrook (Interim Community Services Manager)**

1. Introduction

- 1.1. 114 Uplands Road, Oadby is a 3/4 bedroom detached property in a residential area. The property has a deep rear garden and a good front garden with a garage and off road parking providing scope for extension or alteration, The property has been vacant for at least 16 years and is in a poor state of repair, with smashed windows, to the front and rear of the property. In addition both gardens are overgrown with the front garden being used by passersby as a dumping ground for household rubbish. The weeds and foliage in the rear garden have impacted on the neighbour's property. Despite rigorous attempts via letters and phone calls to contact the owner by officers of the Council it has not been possible to contact with the owners to carry out the works to bring the property back to an acceptable condition.
- 1.2. Various options have been explored as to what action to now take. It is proposed to make the Compulsory Purchase Order (CPO) and once confirmed to dispose of the property by the most appropriate of the options set out in this report.

2. Recommendations

2.1 It is recommended that Members:

- (i) Make a Compulsory Purchase Order under section 17 and Part XVII of the Housing Act 1985, and the Acquisition of Land Act 1981, for the acquisition of 114 Uplands Road, Oadby.
- (ii) That the Director of Services, in conjunction with the Chair of Policy, Finance and Development Committee and the Chief Finance Officer do anything necessary to give effect to the recommendation (i) above, including but not limited to undertaking all procedural steps required to:
 - make advertise and secure confirmation and implementation of the Compulsory Purchase Order;
 - acquire the legal interest in the property, the subject of the proposed Compulsory Purchase Order, whether by voluntary agreement or compulsorily using statutory powers set out in the preceding paragraph;
 - take all necessary action to deal with all matters relating to the payment of compensation and statutory interest including approval of agreement with property owners (if they come forward) setting out the terms for withdrawal of objections to the Order and where necessary and/or appropriate the instituting or defending of related proceedings;
 - dispose of the property in accordance with the proposals set out in this report.

3. Information

- 3.1 The property has been empty for 16 years. It is in a state of disrepair, efforts have been made by Council Officers to contact the owner who lives in Diss, Norfolk but to no avail. Enquiries have been made with South Norfolk Council who have confirmed that the owner of the property is still living but he fails to respond to telephone calls, any letters or documentation sent to him in relation to the property.
- 3.2 Documentation shows that up until June 2011 the Council's representatives had communications with the owner of the property. However since that date no replies have been received in relation to the condition of the property and the works that are required.

The Council has received many reports of youths entering the property and using it as a meeting place and to take illegal substances. Due to the poor condition of the property, and to prevent further vandalism, and the property being used for illegal activities the Council took steps to secure it by arranging the boarding of the garage and the ground floor of the building.

On 7 August 2015, Officers wrote to the owner requesting that grounds of the property be tidied. A response was not received.

On the 12 July 2016, section 215 Notice of the Town and Country Planning Act 1990 (as amended by the Planning and Compensation Act 1991) was issued to the owner of the property requiring the following steps to be taken with effect from 26th August 2016.

- (a) Cut down all vegetation in both the front and rear garden areas to ground level.
- (b) Remove all cut vegetation to an authorised place of disposal.
- (c) Remove all fly tipped rubbish on the site to an authorised place of disposal
- (d) Secure all ground and first floor windows and doors on all elevations by way of replacement of the glazing or by boarding up.

The "time for compliance for the notice" stated:-

Steps (A,B+C) to be completed with 1 month of the date on which this Notice Becomes effective.

Step (D) to be completed within 2 months of the date on which this Notice Becomes effective.

To date none of the works have been completed.

On the 1 November 2016 in line with the Empty Homes Strategy Officers wrote to the owner issuing a third letter explaining the options available to the Council in relation to the property inviting a reply within 21 days.

On the 29 December 2016 officers wrote a fourth letter to the owner advising that it is the Councils intention to pursue a compulsory purchase order. A response has not been received.

- 3.3 The Council now has to consider its position after the CPO has been obtained.

Potential options include:

- Invite sealed bids with the highest bid winning;
- Redevelop the property by the Council;
- Sell the property by auction.

3.4 In looking at each option, the following comments are relevant:

Invite sealed bids with the highest bid winning

- The Council would CPO the property, put it on the market and seek to enter into an agreement with the highest bidder who then carries out the necessary works to make it habitable.

The Council brings forward its own scheme

- This option could provide much needed accommodation for families in housing need.

To auction the property

- The Council would go through the CPO process and then use an auction to expose the property to the market. This allows all interested parties the opportunity to bid and thereby establishes a valuation at a given date. The risk is that that having had the CPO confirmed the property may not sell at auction (no reserve or a low reserve can mitigate some of this risk). The Council would then be left with the property and no end user. In this case the Council could then look to selling the property on the open market by private treaty.

3.5 After considering each of the options, the Council bringing forward its own scheme may be an appropriate way forward, although there is also scope to continue to give consideration to the appropriateness of the other options as the process proceeds. The valuation of the property can be established by asking the District Valuer to carry out a valuation.

3.6 In order to sell the property at auction the Council will need to have made the CPO and taken possession so that it has the freehold to sell on at the auction. Therefore the CPO needs to be made and confirmed so that the property is vested in the Council before the auction date. The outstanding matter would be the level of compensation but that would be assessed as the sale figure from the auction. This compensation involves not just the sale price of the physical building but the other entitlements relating to disturbance, basic loss payment and professional fees

3.7 A disposal of the property by sealed offer/private treaty can be made conditional upon the purchaser agreeing a scheme of refurbishment. However, with a sale at auction this is unlikely to be the most appropriate way forward as such disposals are generally sold 'unfettered'. This means that if it was sold unconditionally then it would be left to the purchaser to carry out the works. In mitigation of this risk the purchaser will of course have paid for the property so is unlikely to not carry out refurbishment. Also, if the property was left to continue to deteriorate the Council would at least have a known owner to pursue for works/costs.

3.8 Procedurally the Council will need to go through the compulsory purchase procedure first which involves:

- the preparation, making and obtaining confirmation of the compulsory purchase order required for 114 Uplands Road, Oadby including the costs of any public inquiry;
- acquiring 114 Uplands Road, Oadby and any compensation claim arising out of such acquisition;;
- any reasonable costs incurred in dealing with any compensation claims including any references to the Upper Tribunal (Lands Chamber) for determination of any claim; and
- any reasonable costs of dealing with any legal challenges/proceedings issued in relation to the exercise by the Council of its compulsory powers.

4. Legal Issues

- 4.1. Where owners cannot be traced or where a response from known owners is non-committal or otherwise unsatisfactory, there is scope for a compelling case in the public interest for enforcement action to be taken by the Council, to ensure that their strategy aims are achieved. In this case there is the length of of time the property has been empty and the previous failed attempts to secure the renovation plus the Council's Corporate Plan in which the vision is to 'create the best quality of life for local people'.
- 4.2. In this particular case the Council has made every effort to secure the improvement of the property to the benefit of the street scene and locality generally, particularly given the continued deteriorating state of the premises.
- 4.3. The Council has the power under section 17 of the Housing Act 1985 to acquire land by way of compulsory purchase (land in this instance includes houses) for housing purposes. Part XVII of the Housing Act 1985 applies to compulsory purchase. This in turn applies, with modifications, the Acquisition of Land Act 1981 (compulsory purchase procedure), the Compulsory Purchase Act 1965 (post confirmation procedure) and the Land Compensation Act 1961 (amount and assessment of compensation).
- 4.5. The Compulsory Purchase Order must be advertised locally and copies served on all owners, lessees or reputed lessees, tenants or reputed tenants (other than lessees), and occupiers (except tenants for a month or less). If any statutory objector (a statutory objector can be an owner, lessee or occupier, not a licensee or tenant for one month or less of land within the Order) has objected within the stipulated period and not withdrawn the objection, the Secretary of State can cause a public local inquiry to be held:
- to afford the objector an opportunity of appearing before and being heard by a person appointed by the Secretary of State; or
 - with the consent of the objector, to follow a written representations procedure, and then consider his findings before determining whether or not to confirm, quash or modify the Order.
- 4.6. In the event that there is no objection, the Secretary of State may, in certain circumstances, permit the Council to confirm the Order. The confirmation of the Order may be challenged on a point of law within 6 weeks of the publication of such confirmation. Any dispute as to the amount of compensation to be paid is referred for determination to the Upper Tribunal (Lands Chamber). The Council is obliged to act in a way which is compatible with the European Convention on Human Rights.

The Convention Rights relevant to compulsory acquisition are as follows:

Article 1 (of the First Protocol)

- This protects the right of everyone to the peaceful enjoyment of possessions. No one can be deprived of possessions except in the public interest and subject to the relevant national and international laws.

Article 6 (of the Convention)

- This provides that in determining civil rights and obligations everyone is entitled to a fair and public hearing within a reasonable time by an independent and impartial tribunal established by law.

Article 8 (of the Convention)

- This protects private and family life, home and correspondence. No public authority can interfere with these interests except if it is in accordance with the law and is necessary in the interests of national security, public safety or the economic well being of the country.

Article 14 (of the Convention)

- This protects the right to enjoy rights and freedoms in the Convention free from discrimination on any ground such as sex, race, colour, language, religion, political or other opinion, or national or a social origin.

4.7. These rights are qualified rights and may be interfered with provided such interference is prescribed by law, is pursuant to a legitimate aim, is necessary in a democratic society and is proportionate. In this case, compulsory purchase of land is permitted under the terms of the Housing Act 1985 and is subject to a statutory procedure (giving rights to consultation and to be heard at a Public Inquiry) which is being followed. In addition, compensation is payable making the action fair and proportionate.

4.8. The Council will use the General Vesting Declaration procedure under the Compulsory Purchase (Vesting Declarations) Act 1981 to vest the property in the Council. Compulsory Purchase is a drawn out process and can take between 6 and 18 months with the first step being the making of a resolution then a draft order is published and a notice fixed on the property and served on those with an interest in the property.

Email: stephen.glazebrook@oadby-wigston.gov.uk

Tel: (0116) 257 2674

Implications	
Financial (CR)	As the owner is unwilling to communicate with OWBC the use of compulsory purchase powers allows the Council to acquire the property. The compensation will be based on the date of disposal. Therefore if the property is sold at auction or otherwise close to the acquisition date that establishes the property value. Additionally, if the owners materialise they will be entitled to a basic loss payment, disturbance and professional fees. The proceeds from the sale would be put in escrow and then if the owners do not claim them the money reverts to the Council. The disturbance, basic loss payment and professional fees would need to be underwritten by the Council. The extent of such costs are dependent on the sale price as the basic loss payment is 7.5% of the freehold sale price. On a sale price of £200,000 the additional costs would be in the region of £35,000.

Legal (AC)	See the main report with reference to the Compulsory Purchase Order and transfer to the purchaser.
Risk (SG)	<p>Corporate Risk 5 (effective utilisation of land and buildings) and 9 (economy) Compulsory Purchase Order is not confirmed. <i>This is a low risk and most orders do not need an Inquiry. It can be also be mitigated by continued negotiations with any objectors.</i></p> <p>Corporate Risk 5 (effective utilisation of land and buildings) and 9 (economy) The purchaser cannot obtain planning consent for their scheme. <i>An existing consent is in place that establishes the suitability for residential use.</i></p> <p>Corporate Risk 5 (effective utilisation of land and buildings) The purchaser does not complete the renovation works. <i>If sold by auction then it would likely be sold on an unconditional basis and it would be left to the purchaser to carry out the works. In mitigation of this risk the purchaser will of course have paid for the property. If it was left to continue to deteriorate the Council would then have a known owner to pursue for works/costs.</i></p> <p>Corporate Risk 5 (effective utilisation of land and buildings) The continuing deterioration of the building. <i>By adopting the current approach the purchaser will be able to commence works either on the basis of the existing planning consent or they can seek a fresh consent.</i></p> <p>Corporate Risk 5 (effective utilisation of land and buildings) The owner materialises before CPO is confirmed and fails to improve the property. <i>The owners can negotiate directly a purchaser. If the owner wishes to retain the property undertakings are obtained to bring the property into a satisfactory state within a time period during which time the CPO process is not abandoned but the Council gives an undertaking to withdraw if the works are done in time.</i></p> <p>Corporate Risk 5 (effective utilisation of land and buildings) The original owners materialise within 12 years of sale and dispute compensation. <i>A sale at auction or otherwise will establish the market value and money will be paid into an escrow account so will be available should the owners materialise.</i></p> <p>Corporate Risk 6 (regulatory governance) High court challenge to a confirmed CPO. <i>Mitigated by the correct procedures being followed.</i></p>
Equalities (SG)	<p>An Initial Screening has been completed.</p> <p>Equality Assessment:-</p> <p><input checked="" type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input type="checkbox"/> Not Applicable</p>

APPENDIX 1



114 Uplands Road, Oadby – Street View



114 Uplands Road, Oadby – View from the Road Side



114 Uplands Road, Oadby – Front Garden



114 Uplands Road, Oadby – Back Garden

BETA

Land Registry



MapSearch Snapshot

Page 1



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Data last updated 10:00pm 07 JULY, 2016

Map scale 1:625



COPY

INTERIM HEAD OF COMMUNITY SERVICES

Mr Stephen Glazebrook

Internet: Env.Health@oadby-wigston.gov.uk

Please ask for: Tracey Aldwinckle
Direct Line: 0116 2572 689

Our Ref:

Date: 1st November 2016

Dear **REDACTED**

Empty Property at: 114 Uplands Road, Oadby, Leicestershire

We previously wrote to you outlining options available to Oadby and Wigston Borough Council to deal with long-term empty properties. As no contact with the department has been made to discuss your plans for the property, the Council is considering further action to bring the above property back into use.

Attached to this letter is a Requisition for Information Notice, this Notice is issued by Oadby and Wigston Borough Council under section 16 of the Local Government (Miscellaneous Provisions) Act 1976. Please note that you have 14 days from the date of service in which to reply to the Notice and provide the information requested. You should be aware that failure to comply with this Notice is an offence and punishable upon conviction by a fine not exceeding £5000 in the Magistrates' Court.

We have received several complaints and issued 2 statutory notices over the previous twelve months in respect of the property. We have now carried out an external survey of your building and taken photographs. Our records indicate that it has been empty for and is having a detrimental effect on the neighbouring houses.

Following discussion with the planning department I understand a notice was served under section 215 of the Town and Country Planning Act 1990. This notice has been served as the property is considered to be detrimental to the amenity of the area.

If the property remains empty we will also consider taking the following action;

- Selling the property via the Enforced Sales process to recover any expenses that the authority may have accrued or will incur. Please note your permission would not be required for the sale and the process is similar to that of a mortgage company taking possession. This process usually involves the property being sold at auction.



- Pursue a compulsorily purchase order to acquire the building and/or Land in order that housing accommodation can be improved or provided for:
 - The improvement or the repair of the premises, either by the authority or by a person to whom they propose to dispose of the premises, and or;
 - The proper and effective management and use of the housing accommodation, either by the authority or by a person to whom they propose to dispose of the premises comprising the accommodation and or;
 - The well being of the persons for the time being residing in the area
- Seek an Empty Dwelling Management Order (EDMO) in order to secure its reoccupation; this would remain active for a period of seven years. An EDMO allows a local housing authority to effectively 'step into the shoes' of the owner of an unoccupied dwelling. If we choose this option, the owner will be liable for the cost of all works necessary to bring the property up to a reasonable and habitable standard and such costs will be registered as a local land charge against the property.

In any event please contact me within the next 21 days to prevent any further action and to avoid any unnecessary costs that you may incur.

Yours sincerely

Licensing Enforcement Officer

Enc



COPY

INTERIM HEAD OF COMMUNITY SERVICES

Mr Stephen Glazebrook

Internet: tracey.aldwinckle@oadby-wigston.gov.uk

Please ask for: Tracey Aldwinckle

Direct Line: 0116 2572 689

Our Ref:

Date: 29th December 2016

Dear **REDACTED**

Empty Property at 114 Uplands Road, Oadby, Leicestershire
[CPO/EDMO/Enforced Sale]

The council have now written to you on 1st November 2016 outlining options available to Oadby and Wigston Borough Council to deal with long-term empty properties. As no contact with the department has been made to discuss your plans for the property, the Council is now at the stage where this formal enforcement action is being considered to return the property into use.

The Council have received numerous complaints and issued 2 statutory notices regarding the property. Where you, as the registered owner failed to comply with statutory notices, the necessary work was carried out in default and a number of charges have now accumulated which is accruing interest at a daily rate.

Our records indicate that it has been empty for 16 years since 2000 is having a detrimental effect on the neighbouring community. You have not provided confirmation that the property will be returned to use in the near future and therefore having regard to the above, we are going to take one of the following courses of action;

Pursue a compulsorily purchase order to acquire the building and/or Land in order that housing accommodation can be improved or provided for:

- The improvement or the repair of the premises, either by the authority or by a person to whom they propose to dispose of the premises, and or;
- The proper and effective management and use of the housing accommodation, either by the authority or by a person to whom they propose to dispose of the premises comprising the accommodation and or;
- The well being of the persons for the time being residing in the area



- Seek an Empty Dwelling Management Order (EDMO) in order to secure its reoccupation; this would remain active for a period of seven years after which time the Council can apply for another. An EDMO allows a local housing authority to effectively 'step into the shoes' of the owner of an unoccupied dwelling. If we choose this option, the owner will be liable for the cost of all works necessary to bring the property up to a reasonable and habitable standard and such costs will be registered as a local land charge against the property.

You will be contacted to confirm which of the above the Council will be undertaking to secure the properties re-occupation. If you now take steps to sell, let or re-occupy the property please let me know as a matter of urgency.

Yours sincerely

Licensing Enforcement Officer

Enc

COPIES



Equality Impact Assessment

Part 1 - Initial Assessment or screening

Name of Policy/Function: Compulsory Purchase Order 114 Uplands Road, Oadby	√	This is new
		This is a change to an existing policy
		This is an existing policy, not previously assessed

Date of screening	19 th January 2017
Name of screener	Tracey Aldwinckle

1. Briefly describe its aims & objectives

The aim of the project is to bring back into use 114 Uplands Road Oadby, a property that has been empty for many years.

2. Are there external considerations? (legislation/government directive etc)

No

3. Who are the stakeholders and what are their interests?

The stakeholders are Oadby and Wigston Borough Council who are promoting the Compulsory Purchase Order and the prospective developer who will bring the property back into use.

4. What outcomes do we want to achieve and for whom?

To bring back into use a derelict building for residential use; to provide local housing opportunities.

5. Has any consultation/research been carried out?

None at this time. Several members of the public have contacted the Council expressing an interest in purchasing the property.

6. Are there any concerns at this stage which indicate the possibility of inequalities/negative impacts? (Consider & identify any evidence you have - equality data relating to usage & satisfaction levels, complaints, comments, research, outcomes of review, issues raised at previous consultations, known inequalities) If so please provide details.

No

7. Could a particular group be affected differently in either a negative or positive way? (Positive – it could benefit, Negative – it could disadvantage, Neutral – neither positive nor negative impact or Not sure?)

	Type of impact, reason & any evidence
Disability	Positive – impact of a building being brought forward for new housing or commercial development, which will now be accessible, plus job opportunities
Race (including Gypsy & Traveller)	Positive - impact of a building being brought forward for new housing or commercial development and potential job creation
Age	Positive - impact of land being brought forward for new housing or commercial development and potential job creation
Gender Reassignment	Positive - impact of land being brought forward for new housing or commercial development and potential job creation
Sex	Positive - impact of land being brought forward for new housing or commercial development and potential job creation
Sexual Orientation	Positive - impact of land being brought forward for new housing or commercial development and potential job creation
Religion/Belief	Positive - impact of land being brought forward for new housing or commercial development and potential job creation
Marriage and Civil Partnership	Positive - impact of land being brought forward for new housing or commercial development and potential job creation
Pregnancy and Maternity	Positive – impact of land being brought forward for new housing or commercial development and potential job creation

8. Could other socio-economic groups be affected e.g. carers, ex-offenders, low incomes?

For ex-offenders and those on low incomes the positive aspect of the potential for an employment site being brought forward offering job opportunities. As the land is being developed for residential purposes the development of a number of affordable units would be in accordance with Core Strategy Policy 11.

9. Are there any human rights implications?

No

10. Is there an opportunity to promote equality and/or good community relations?

Yes in terms of equality, because of the potential benefits that this development offers for the developer and the users of the refurbished building and the construction job opportunities for local people. Furthermore in respect to good community relations, 114 Uplands Road, Oadby has been empty and in a poor condition for many years and a refurbished building will have a positive impact for those people living, working and visiting the area.

11. If you have indicated a negative impact for any group is that impact legal (not discriminatory under anti-discrimination legislation)?

N/A

Yes/No (please explain)

12. Is any part of this policy/service to be carried out wholly or partly by contractors?

Yes

13. Is a full impact assessment required?

No

14. Date by which a full impact assessment is to be completed and actions

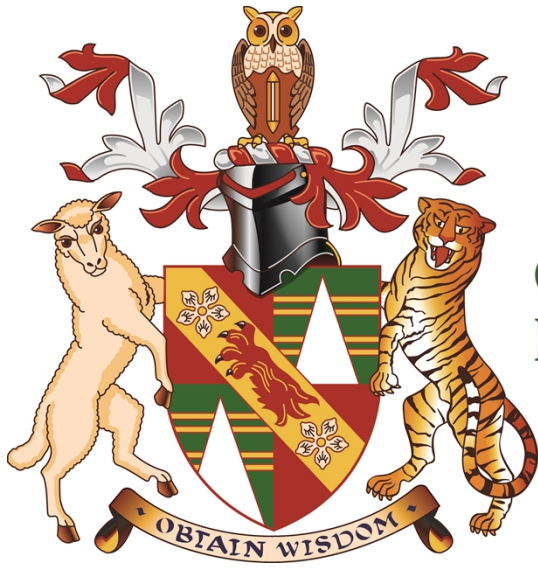
Please note that you should proceed to a Part 2, the full Equality Impact Assessment if you have identified actual, or the potential to cause, adverse impact or discrimination against different groups in the community.

We are satisfied that an initial screening has been carried out and a full impact assessment is **not required*** (please delete as appropriate).

Completed by: Tracey Aldwinckle
Countersigned by: Steven Glazebrook

Date: 19/01/2017
Date: 19/01/2017

Please keep the signed hard copy with your team for auditing purposes and forward an electronic copy to the HR & Equalities Officer so that it can be published on the Council website



*Oadby and Wigston
Borough Council*

Empty Homes Strategy

April 2016



Document Status:

Originator: Robert Watson

Updated: April 2016

Owner: Rob Watson

Version: 1.0

Date: April 2016

Approved by:

Document Location

This document is held by Oadby and Wigston Borough Council.

Please check for current version before using.

Revision History

Revision Date	Version Control	Summary of changes
April 2016	1.0	Original version

Document Review Plans

This document is subject to a scheduled annual review. Updates shall be made in accordance with the document owner.

Distribution

The document will be available on the Intranet and the website.

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Tables – 3.1 Number of Long Term Empty Properties

1. Introduction

This policy sets out the Councils approach to returning empty homes back into use therefore providing much needed affordable accommodation for those in housing need in Oadby and Wigston and improving neighbourhoods where empty properties are problematic.

Evidence shows that just one empty property in a neighbourhood can attract anti social behaviour, fly tipping, attract vandalism and make neighbouring properties unattractive to let or sell. This effect of neglected empty properties on neighbourhoods is well known, and returning them to use can have a positive impact on the surrounding area whilst increasing overall housing supply and meeting demand.

Nationally there are approximately 205,000 properties which have been empty for more than six months equating to 0.88% of housing stock. The majority of this number is within the private sector. In 2014 the number of long term empty properties in the East Midlands was slightly higher than the national average with Oadby and Wigston having the second lowest number in Leicestershire¹ with 135 properties. This represents 0.63% of stock compared to the regional average of 0.97%.

As of 2016 Oadby and Wigston has around 149 long term empty properties in an area where demand for decent affordable housing outstrips supply. Making better use of the existing housing stock in the face of a growing population and less affordable housing must be seen as a priority.

2. Aims and Objectives

The aim of this policy is:

To reduce the number of Long Term Empty Homes in Oadby and Wigston by working with owners to discourage them from leaving the homes empty and by returning them back into use providing decent affordable housing.

The objectives of this policy are:

- To identify long term empty properties using a number of methods
- To provide advice and assistance, including financial assistance, where possible, to those wishing to bring empty properties back into use
- Where necessary use enforcement action to bring the properties back into use

3. Defining an Empty Property

¹ GOV.UK - Table 615: Vacant Dwellings by Local Authority District – October 2014

It is important to define which properties are affected by this strategy, and those which are not. For the purposes of this document long term empty properties are those which:

Have been unoccupied **for six months or more**

AND

There is little reasonable prospect that the owner will be able to remedy the circumstances without advice, assistance or support.

Properties which have been empty for less than six months are not considered to be long term empty properties.

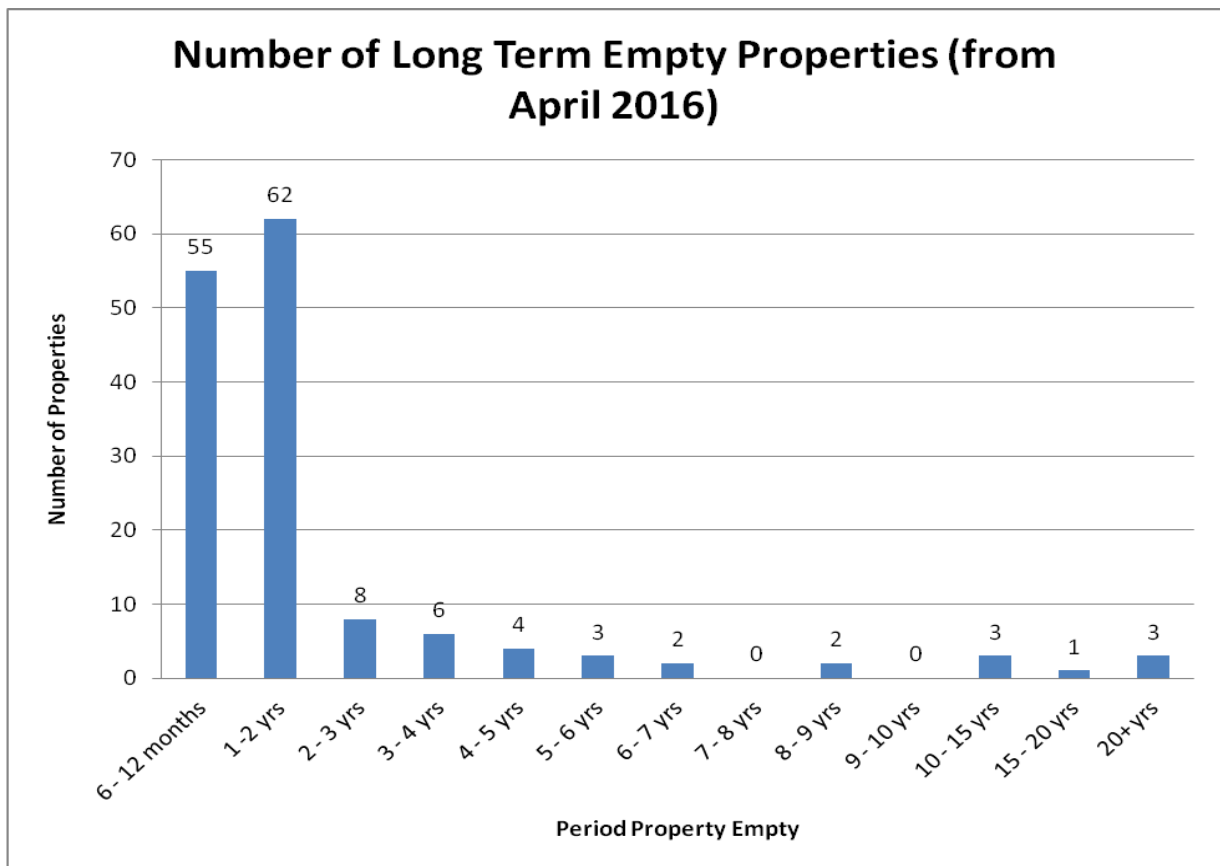


Table 3.1

4. Why bring long term empty homes back into use?

In Oadby and Wigston demand for good quality affordable housing outstrips supply and the evidence shows why it is important that empty homes, alongside other measures such as new builds, should be brought back into use.

Evidence from local authority returns indicates that the number of empty properties in Oadby and Wigston has gradually decreased from 283 in 2004 to present.

There are a total of 23,022 residential properties in Oadby and Wigston² 80% of which is owner occupied, this is high compared to the national figure of 63%³. The remaining stock is predominantly rented accommodation with 10% being within the private rented sector. This is considered to be a low figure when compared to national levels where this makes up 19% of stock⁴ having doubled in size since 2002.

Pressure on the housing stock within Oadby and Wigston is still a lack of affordable available rented accommodation in the private sector. This limited stock leads to higher rent levels and can remove home ownership as an affordable housing option for low-income families.

With empty housing stock in an area where demand outstrips supply the re-use of empty properties is a necessity. The Council currently have seven families with children in emergency temporary accommodation (not including single homeless persons) with 450⁵ persons on the list awaiting Council housing.

The Strategy supports the Council's Homelessness Strategy in relation to increasing the supply of affordable housing in Oadby and Wigston. The Strategy recognises that there is a lack of affordable housing in the Borough combined with the lack of land availability for new build properties, which are often unaffordable.

Analysis of the emerging empty properties database shows that empty properties are distributed evenly across the Borough regardless of the length of time they have been vacant, indicating that localized market failure is not a significant causal factor.

5. The Approach to Empty Homes

As can be seen in Table 3.1 usually the longer a property is empty, the more dilapidated and problematic it is likely to become. These are also the properties least likely to be returned to use without intervention. It is for this reason that the number of long term empty properties in the district will be targeted as the authority has offered grants and assistance in the past but the problematic properties remain empty.

Oadby and Wigston Borough Council's general approach to empty homes is a three step approach:

- Identify
- Encourage
- Enforce

² Valuation Office Figures – obtained April 2016

³ English Housing Survey 2013/2014

⁴ English Housing Survey 2013/2014

⁵ Oadby and Wigston BC Housing Options Data

5.1 Identify

Long term empty properties are initially identified via Council Tax records. The Council tax Visiting Officers maintain contact with owners where possible to obtain current information to encourage them at an early stage to return the properties back into use. The Environmental Health department is provided with a list of empty properties on a frequent basis. This data is analysed and compared to previous data to identify those no longer on the list, new long term empty properties and continuing cases.

5.2 Encourage

If the property is shown to be empty the Case Officer will first send out a letter with a questionnaire to establish contact with the owner and determine why the property is empty, and what steps if any the owner is taking to return the property back into use. This initial letter is also to be followed up with a second letter if no response is received.

The approach here is to offer more than one solution to an empty home. Being able to offer a flexible range of solutions should achieve greater success in reducing the number of empty properties. Once contact is made owners are advised of the options available to them.

How quickly owners are able to do any of this will generally depend on the condition of the property. The Case officer will carry out inspections and advise on the assistance available based on individual circumstances.

5.3 Enforce

Oadby and Wigston Borough Council will endeavour to encourage and facilitate owners of empty properties to bring them back into use. However, it is recognised that the authority may have to undertake enforcement action to deal with certain properties. A combination of housing, environmental health, planning and building control legislation may be used if necessary to either improve the visual appearance, safety and security of the building, pending its reoccupation or to force the owner to bring the property back into use. This action will follow the informal education and advice offered during initial contact with the owner.

6. Options Appraisal

This strategy is intended to achieve its aims by adopting a cohesive, incremental approach to tackling empty properties.

As a last resort the council could use its enforcement powers to ensure that individual problem properties are returned to use. This measure is likely to be necessary in certain cases and the potential for this will be made clear to owners where it is proportionate and reasonable.

6.1 Solutions to Tackling Empty Homes

Oadby and Wigston Borough Council will in the first instance always try to work with the Empty Home owner to give advice and assistance and try to find a solution to bringing the empty home back into use. This could include the following but this list is not exhaustive:

6.1.1 Empty Homes Grants

Oadby and Wigston Borough Council has limited funds available to assist owners in returning empty properties back into use. These are given per property and are available up to a maximum of £30,000 (dependent on property size) and where the property has been empty for 1 year or longer.

If a grant is given for the property then the Council will have nomination rights to the property for 5 years and a charge will be placed against the property for the duration of the grant term. Once the term of the grant is completed the charge is removed from the property and the owner is then free to do what they wish with the home. The owner has the option to become accredited and manage the property themselves or through a professional letting agent.

Before a grant is considered the Head of Community Services will determine if the property is generally suitable with consideration given to:

- An impact assessment of the property
- Evidence from the Councils Housing Register and the need for the type of property

Once this is completed and the Council is satisfied that the property is suitable then in order to qualify for a grant the owner must provide the Council with the following documents:

- Evidence that the applicant is the owner of the property
- Evidence that the applicant has no savings (to be ascertained by reasonable enquiries)
- Evidence that the applicant has tried to access a traditional high street loan but have been unable to do this

And where there is a Mortgage on a property

- A letter from their bank to confirm that the Council can have nomination rights
- Evidence that there are no outstanding arrears on the property

Once the above is satisfied and an application has been submitted, the case officer will visit the property with the owner and produce a schedule of works which both parties agree on. This schedule must outline the works required to bring the home up to the legal minimum standard i.e. free from any category 1 Hazards under the Housing Health and Safety Rating System and meet the Decent Homes Standard.

A letter will then be sent to the owner detailing the works required and 3 quotes must be returned to the Council detailing the cost of the works. In all instances the Council will pay the cheapest quote. If the owner wants any additional works undertaken then it will be the owner's responsibility to ensure that they have sufficient funds to pay for this.

Works must not be undertaken until such time as the Council has given the authority for the work to begin. Once the works are completed the Council will inspect the works to ensure that they have been completed satisfactorily and in line with the schedule of works.

Where the Council is not satisfied with the works it is expected that remedial works will be undertaken and the Contractor will not be paid until such time as the Council is satisfied with the work. Once the Council is satisfied with the work the Contractor should invoice the Council and the contractor will be paid directly. Where the costs of works exceed the amount of grant the property owner should arrange to pay the contractor separately.

6.1.2 Let the Property Vacant

Oadby and Wigston Borough Council will provide advice on housing standards, good housing management practices, setting up tenancies, and finding suitable tenants for the property. If the owner would prefer to use a letting agent the case officer can supply information on local agents and the typical costs and services provided.

6.1.3 Convert the Property or Change of Use

Empty space over shops, redundant town centre office accommodation, former schools, traditionally constructed commercial buildings or other vacant facilities may lend themselves to conversion to some form of accommodation. The Council can advise on the planning implications for such premises and a grant can also be offered in these circumstances to increase supply.

6.1.4 Help to Sell the Property

The owner can choose to sell their property through the traditional route via an estate agent, or via a property auction. The Council will also maintain a database of vacant dwellings and possible developers whereby with mutual permission of both parties, owners of empty properties can be put in touch with buyers directly. Where owners are presented with a potential buyer, and the time and effort required to sell is reduced, it has been found that many owners take the opportunity and sell.

7. Enforcement Action

Where the owner may be un-cooperative or, the Council after a thorough investigation is unable to trace the owner of the empty property there are a number of enforcement options open to the Council which they may choose to pursue.

Enforcement will usually take the form of one or more of the following:

- Town and Country Planning Act section 215 Notice.
- Building Act 1984 section 79 Notice.
- Enforced Sale.
- Empty Dwelling Management Order.
- Compulsory Purchase Order.

7.1 Town and Country Planning Act Section 215 Notices

Where a property is having a detrimental impact on the amenity of an area, a notice may be served requiring the owner to address the unsightly external appearance. Where an owner fails to comply with such a notice the Council may undertake the works in default, and make a charge against the property.

The use of s.215 notices improves the amenity of an area, and also allows the recovery of Council costs incurred, this can form the basis of an enforced sale. A consequence of this cost recovery process is that the property back into use.

Powers to serve this notice lies with the Planning Enforcement Team and dual inspections will be requested so that a cohesive approach can be formulated.

7.2 Building Act 1984 Section 79 Notice

If the Empty Home is in a ruinous or dilapidated condition and is seriously detrimental to the amenities of the neighbourhood, the Local Authority can order the owner:

- To execute works of repair or restoration

- To demolish the building and remove any associated materials

This option will not however return the property back into use but manage its impact on the community.

7.3 Enforced Sale

When a debt is owed to the Council and all reasonable attempts have been made to recover this debt, the Council can force the sale of the empty property under The Law and Property Act 1925 (Power of Sale) as a means of debt recovery. The debt is recovered on sale of the property. Whilst this method does not guarantee that the property will be bought back into use a new owner would be found (usually via auction) and it is likely this would result in the property being re-occupied.

7.4 Empty Dwelling Management Orders

The Council can take over the management of the property using an Empty Dwelling Management Order (EDMO) under Part 4 of the Housing Act 2004. A management agreement or framework should be in place before any EDMOs are made.

An interim EDMO allows the Council 12 months to secure the occupation of the home.

If no progress is made within 12 months, the Council can apply for a final EDMO which lasts up to 7 years, but can go up to 21 years and involves the Council taking over full management of the property.

7.5 Compulsory Purchase Order

Under section 17 Housing Act 1985 or section 226 Town & Country Planning Act 1990, the Council has the power to compulsorily purchase the property, the property is then sold on. They are only used in appropriate cases, where, an owner has consistently failed to bring an empty property back into use despite other Council interventions.

Compulsory Purchase Orders are a lengthy legal process that the Council will not undertake lightly. It is considered one of the strongest powers available to tackle empty homes and consequently requires approval of the Secretary of State.

Compulsory purchase proceedings are often not completed because owners have been prompted by the process to bring the property back into use themselves. Though Compulsory Purchase Orders are a useful device for local authorities, this type of action tends to shift the 'burden of responsibility' to resolve the under used property to a third party. Therefore, an alternative and quicker option is to ensure is to pursue enforced sale

orders in cases where owners are reluctant to address the problems that their empty property is causing.

7.6. Most Appropriate Course of Action

All enforcement methods are highly labour intensive, lengthy and can be expensive for the Council. The Council is keen to work with owners and in all instances will use encouragement and assistance before enforcement options are considered.

At the point where enforcement action is considered necessary a report will be drafted for the Head of Community Services with an environmental and cost benefit analysis of all of the enforcement actions, including an analysis of taking no action. A decision will then be made once all of the information has been gathered and financial and legal implications have been considered.

8. Future Work

Oadby and Wigston Borough Council recognises the need for an ongoing commitment to bringing empty homes back into use within the borough. As part of achieving corporate objectives there is a commitment to develop and progress the empty homes work.

9. Reviewing the Strategy

The Strategy will be reviewed annually or sooner should there be any major changes in National or Local policy. Where minor changes are required to the Strategy this will be undertaken with the agreement of the Head of Community Services.

10. Complaints

Oadby and Wigston Borough Council has an established corporate complaints procedure for dealing with complaints. Information on how to make a complaint is outlined in a complaints leaflet that is available at Oadby and Wigston Borough Council Offices and on the website.

11. Further information

If you would like further information about this policy, would like to report an Empty Property, or if you own an empty property and would like some advice and assistance then contact Oadby and Wigston Borough Council's Environmental Health Team.

In writing:

Oadby and Wigston Borough Council
40 Bell Street
Wigston
Leicestershire
LE18 1AD

By telephone:
(0116) 288 8961

By fax:
(0116) 288 7828

By email:
environmental.health@oadby-wigston.gov.uk

You can also get more information or report an empty home at:
www.oadby-wigston.gov.uk



Policy, Finance and Development Committee	Tuesday, 31 January 2017	Matter for Decision
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Title: **Review of Community Lease - Oadby Youth Centre, Wigston Road**

Author: **Samuel Ball (Senior Democratic Services Officer / Legal Officer)**

1. Introduction

- 1.1. Following the receipt of a request for a lease renewal, and as part of the ongoing periodic review of Council-owned properties within the Borough, the community lease of land at Wigston Road, Oadby by the Oadby Youth Centre (formerly the Oadby Boys Club and affiliated to Young Leicestershire Limited) is currently under review.
- 1.2. In their most recent letter dated 7 July 2016, and subsequent to a number of previous requests in the preceding years, the Oadby Youth Centre has requested a renewal lease on the basis that they wish to apply for funding grants for building maintenance.
- 1.3. The content of this report seeks to make an overall assessment of the situation in respect of the lease, as it is currently understood, before asking Members' to make a decision as to whether the request for a renewed lease is granted or otherwise.

2. Recommendations

- 2.1. That a decision be made by Members as to whether or not a renewal lease of land is granted in favour of the Oadby Youth Centre in accordance with the proposed terms of reference as set out at paragraph 3.8. of the report; or otherwise and
- 2.2. If Members are minded to grant a renewal, that a decision be made as to whether:
 - (a) an increased, nominal ground rent of £50.00 per annum be agreed; or
 - (b) to delegate authority to Officers to determine and set a more appropriate annual ground rent closer to or at the commercial market value, accordingly.

3. Information

- 3.1. The Oadby Youth Centre (formerly the Oadby Boys Club) has leased the land at the former St Peters Garden, Wigston Road, Oadby from the Council since 1968.
- 3.2. The existing lease expired in 1996 and although a renewal was discussed, this was not implemented. A mutual decision was made to allow the tenancy to 'hold over' on its current terms by way of a statutory periodic tenancy. The Oadby Youth Centre has continued to pay the existing nominal ground rent of £31.00 per annum and there is no recorded breach of any of the terms or covenants contained within the lease to date.
- 3.3. The Oadby Youth Centre contacted the Council on 7 July 2016 to request that a renewal lease of the land be granted in their favour. The purpose of the request was/is to provide the Centre with security of tenure such that they can make an application for funding grants for building maintenance. In effect, the Centre will not be able to secure funding without a formal unexpired lease in force. It is understood that the funding would be used to improve the interior of the facility, to continue to prioritise the work with young people and to enable them to make better use of the facilities.

- 3.4. The lease was last informally discussed at an inquorate meeting of the Place Shaping Working Group on 15 September 2016 where it was decided that further work was needed before any approval of a renewal lease could be given. This included:
- (a) An Equality Assessment being carried out so that the use of the facility by other groups and alternative uses for the lease site could be considered;
 - (b) A Business Plan be prepared and submitted by the Centre demonstrating, amongst other things, it's sustainability as an organisation; and
 - (c) A decision be made by the Committee as to an appropriate level of ground rent.
- 3.5. An Equality Assessment has now been carried out so as to ensure legislative compliance and to avoid any challenge of the transparency of the award of any renewal lease in the long-term which is attached at **Appendix 1**. In an ever changing society with increasing diversity, it is important that the Council is aware of the needs of the various groups within the Borough and the Council should ensure that it does not give preference to any one group nor seek to advantage one group over another.
- 3.6. The Oadby Youth Centre has submitted more detailed, written representations to the Council dated 12 October 2016 in support of their renewal request attached at **Appendix 2**. This has been submitted together with a copy of their most recently updated Business Plan (for 2013-15) which is attached at **Appendix 3**.
- 3.7. The Centre has requested that the renewal lease be granted for a term of at least 25 years to ensure the appropriate security of tenure for the funding requirements to be met. They have requested that the nominal ground rent be kept at a "peppercorn" rate as they are a charity and, as such, have to raise the majority of their own income. It is also understood that the Centre has also lost all it's funding from the County Council.
- 3.8. The following terms of reference for a renewal lease, if recommended, are proposed:
- | | | |
|-------|---------------------|--|
| 3.8.a | Term | 25 years (<i>see paragraph 2.6.</i>) or 50 years |
| 3.8.b | Rent | Subject to the resolution of Members |
| 3.8.c | Notice to Terminate | 6 months by either party |

4. Alternative Uses of the Lease Site

- 4.1. The preliminary views of the Planning, Policy and Regeneration and Facilities and Administration Teams have been sought as to possible alternative uses of the site, and having also consulted the minutes of meeting of the Place Shaping Working Group held on 17 July 2016, it has been confirmed that the site could potentially be used as an extension to the existing Oadby Cemetery that lies adjacent.
- 4.2. As Members may be aware, there is a significant shortage of cemetery space in Oadby and the existing lifespan of the cemetery is only approximately two years for burials: however, there is scope to first incorporate a separate parcel of land (also adjacent) upon which the former scout hut was situated) before consideration is given to the lease site in question. To consider this alternative would require a much more detailed consideration concerning a more appropriate lease term, for example 25 years, should Members be minded to approval a renewal for a shorter lease term, and/or may involve the removal of a charitable tenant for the purposes outlined above.
- 4.4. Should Members be minded to terminate the existing statutory periodic tenancy, then the Council would be evicting a charitable tenant operating a facility for the benefit of young people in Oadby. The Council will be also be required to serve notice to quit on the Oadby Youth Centre. This would have to provide for a six month notice period.

Equally, should Members be minded to terminate any renewed lease granted at a later date (e.g. to realise the cemetery extension) the same notice period is required providing the Council, and equally the tenants, with some degree of flexibility.

- 4.5. It is furthermore possible that the site could be leased for an alternative commercial purpose, as a result of which the Council could demand a much increased commercial rent, or consolidate the use of the building to accommodate other community events/activities hosted at other Council-owned facilities. As such, any alternative commercial purpose or use may therefore form part of the ongoing Strategic Asset Management work being undertaken by the Chief Finance Officer / Section 151 Officer under the remit of the Change Management. If this is the case, Members may defer any decision whilst the lease site is duly considered under this head of work.

Email: samuel.ball@oadby-wigston.gov.uk

Tel: (0116) 257 2643

Implications	
Financial (CR)	It is important that the lease of this length is carefully reviewed to make sure the Council is making the best financial use of its assets.
Legal (AC)	As outlined in the report. There is a need to ensure that formal documentation is prepared for recording the renewal lease terms.
Risk (SB)	CR5 - Effective Utilisation of Assets/Buildings
Equalities (SB)	An Initial Screening has been undertaken in respect of the Oadby Youth Centre in January 2017.
	Equality Assessment:-
	<input checked="" type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input type="checkbox"/> Not Applicable



EQUALITY ASSESSMENT

PART 1 - INITIAL SCREENING

Name of Policy/Function: Review of Community Lease - Oadby Youth Centre, Wigston Road	<input checked="" type="checkbox"/>	This is new
	<input type="checkbox"/>	This is a change to an existing policy
	<input type="checkbox"/>	This is an existing policy, Function, not previously assessed
	<input type="checkbox"/>	This is an existing policy/function for review

Date of screening	19 January 2016
--------------------------	-----------------

1. Briefly describe its aims & objectives

To consider the renewal of the lease granted in favour of the Oadby Youth Centre at Wigston Road, Oadby, the community value of the lease and whether the request for a renewed lease should be granted or otherwise in favour of an alternative use.

2. Are there external considerations?

e.g. Legislation/government directive etc

No.

3. Who are the stakeholders and what are their interests?

Oadby and Wigston Borough Council - Landlord
Oadby Youth Centre - Tenants

4. What outcomes do we want to achieve and for whom?

The Oadby Youth Centre has requested a renewal lease to provide the Centre with security of tenure such that they can make an application for funding grants for building maintenance. It is understood that the funding will be used to improve the interior of the facility, to continue to prioritise the work with young people and to enable them to make better use of the facilities. The tenant is a charitable tenant operating an open access youth provision for the benefit of young people in Oadby.

5. Has any consultation/research been carried out?

A Business Plan has been prepared and submitted by the Oadby Youth Centre.

The preliminary views of the Planning, Policy and Regeneration and Facilities and Administration Teams have been sought as to possible alternative uses of the site.

6. Are there any concerns at this stage which indicate the possibility of inequalities/negative impacts?

Consider and identify any evidence you have -equality data relating to usage and satisfaction levels, complaints, comments, research, outcomes of review, issues raised at previous consultations, known inequalities) If so please provide details.

There are no concerns at this stage which indicate the possibility of inequalities or negative impacts as the tenant operates an open access youth provision. The Business Plan also demonstrates Oadby Youth Centre's satisfaction of the applied-for grant funding's criteria to widen access/use of the premises to other local groups. The consideration of the site as an extension to the existing Oadby Cemetery, together with a broader awareness of the potential of leasing the site for an alternative commercial purpose, demonstrates a balanced deliberation.

7. Could a particular group be affected differently in either a negative or positive way?

Positive – *It could benefit*

Negative – *It could disadvantage*

Neutral – *Neither positive nor negative impact or not sure.*

	Type of impact, reason & any evidence
Disability	Neutral
Race (including Gypsy & Traveller)	Neutral
Age	Neutral
Gender Reassignment	Neutral
Sex	Neutral
Sexual Orientation	Neutral
Religion/Belief	Neutral
Marriage and Civil Partnership	Neutral
Pregnancy and Maternity	Neutral

8. Could other socio-economic groups be affected?

e.g. carers, ex-offenders, low incomes, homeless?

No.

9. Are there any human rights implications?

No.

10. Is there an opportunity to promote equality and/or good community relations?

Yes, by virtue of being a community the lease. The open access youth provision and widening access/use of the premises to other local groups can generally be considered as a community asset through which the activities/events either provided or hosted may foster closer community relations. It is also understood that the Oadby Youth Centre provide targeted youth work based around emotional wellbeing therefore addressing and promoting equality issues around mental health.

The Oadby Youth Centre's website further states that: *'We strive to provide opportunities for young people to realise their full potential centred around physical, creative and social activities which are educational but with a fun element. The centre also allows access to the premises for other groups engaging with young people.'*

11. If you have indicated a negative impact for any group is that impact legal?

i.e. not discriminatory under anti-discrimination legislation

Not applicable.

12. Is any part of this policy/service to be carried out wholly or partly by contractors?

Not applicable.

13. Is a Part 2 full Equality Assessment required?

No.

14. Date by which a Part 2 full Equality Assessment is to be completed with actions.

Not applicable.

We are satisfied that an initial screening has been carried out and a full equality assessment **is not required*** (please delete as appropriate).

Completed by Samuel Ball Date 19/01/2016
(Policy/Function/Report written)

Countersigned by Karen Pollard Date 19/01/2016
(*Head of Service*)

Please forward an electronic copy to: veronika.quintyne@oadby-wigston.gov.uk
(*Community Engagement Officer*)

Equality Assessments shall be published on the Council website with the relevant and appropriate document upon which the equality assessment has been undertaken.

OADBY & WIGSTON B.C.

18 OCT 2016

RESOURCES DEPT.

Oadby Youth Centre

Wigston Road, Oadby, Leicester, LE2 5QB

Telephone No. 0116 2712417

Charity No. 521480

Affiliated to Young Leicestershire Ltd

Mr S Ball
Legal Services
Oadby & Wigston Borough Council
Council Offices
Station Road
Wigston
Leicestershire LE18 2DR

REDACTED

12 October 2016

Dear Mr Ball

Lease of land to Oadby Youth Centre

With reference to our telephone conversation, I am writing to support our application for a new lease for the land on Wigston Road, Oadby.

The club was originally formed in 1947 and we are therefore looking to celebrate our 70th birthday in September next year. We moved to this site in 1969 and have provided continuous open access youth facilities to the young people of this area in this period and we are now the only club now providing this facility. We are affiliated to Young Leicestershire and do therefore benefit from their expertise of working with young people.

Our finances have been well managed throughout these years and although we are not wealthy, we do have sufficient reserves to sustain the running of the centre should we encounter a period of low income. When we lost all of our funding from the County Council, we were still able to raise the income required to keep us on a sound footing. We do have a management committee made up of local people and we do know that we have the support of many of our old members and the local community especially when it comes to fund raising.

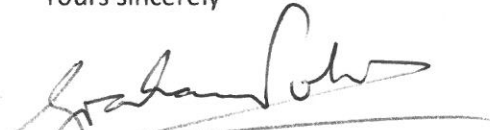
We did recently draw up a business plan and have met the first criteria of getting increased use of the premises by other local groups and this has also helped to increase our income. The second part of the plan was to update the interior of the building so that this met the expectations of the young people. It is necessary for us to obtain grants to carry out this work and it is a requirement that we have security of tenure in order to apply for these. This was specifically pointed out to us during a meeting with Trustees for the Oadby Village Hall Trust. The centre will also have to finance some of these costs and having a lease will justify any decisions made in this connection. Although only a

peppercorn rent, we have continued to pay this since the old lease expired and do feel that it is good practice to have a new one in place even if the ground rent is reviewed.

After a 6 month project, we are now looking to extend our program to emotional wellbeing courses, hopefully with the involvement of local schools and we are in the process of grant applications to cover these costs. We do therefore need the security of the premises in order that we can deliver these courses. The norm is for funders to look at a minimum of 21 years left on a lease and we request that consideration is given for one of at least 25 years.

Please present this information to the next meeting of the Policy, Finance and Development Committee. I look forward to hearing from you regarding the outcome, in due course.

Yours sincerely



Graham Pote

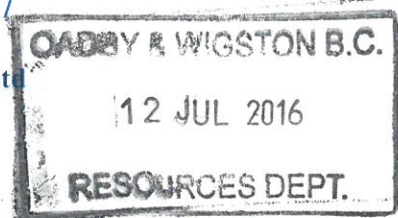
Oadby Youth Centre

Wigston Road, Oadby, Leicester, LE2 5QB

Telephone No. 0116 2712417

Charity No. 521480

Affiliated to Young Leicestershire Ltd



REDACTED

Mr S Ball
Legal Services
Oadby & Wigston Borough Council
Council Offices
Station Road
Wigston
Leicestershire LE18 2DR.

7 July 2016

Dear Mr Ball

Lease of land to Oadby Youth Centre

I refer to our recent telephone conversation in connection with the above. This matter was last raised with the Council in 2013 but unfortunately no progress was made and we now feel that this should be resolved as soon as possible.

At a meeting with 2 of the Trustees of the Oadby Village Hall Trust, one of them being our local Councillor David Carter, it was emphasised to us that until a new lease was in place we will not be able to secure grants for building maintenance from them or other charitable organisations. As we do need to carry out some maintenance work and also have security of tenure for the immediate future can you please set things in motion in order that this can be achieved.

I look forward to hearing from you in the near future.

Yours sincerely

Graham Pote.

Oadby Youth Centre Business Plan 2013-15

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Foreword

Youth centres are increasingly seen as important in achieving *Positive Futures for Young People*, the new approach to cross-Government policy for young people aged 13-19 yrs. However public funding is now targeted primarily at young people at risk of poor outcomes. This means that there is a need to consider how youth services can be funded through other routes (social investment, grants, and private sector funding).

This business plan has been developed in the context of reduced public sector grant funding for Open Access Youth Centres. The purpose is to develop a social enterprise approach to delivery and sustain the centre's activities in a climate of austerity and local authority cutbacks. This business plan sets out where we are now, where we want to be and how we are going to get there.

Our overall aim is to improve outcomes for young people in Oadby. This will continue to remain the central focus as we begin delivery and trial new ways of working, and pivotal in everything that the centre does. Young people's involvement remains at the heart of what we want to do.

Oadby Youth Centre is proud to be a provider of youth services in Oadby and leading the way for other youth centres across Leicester and Leicestershire. This is a now a prime opportunity for local partners and stakeholders to work together to deliver improved outcomes for young people in Oadby - we would now like to invite agencies to contribute to the delivery of this business plan. We believe that a commitment to this business plan from all agencies will make a difference to young people and the community in Oadby.

The business plan has been developed with specialist consultancy support and expertise from Natasha Jolob of Kai-zen, funded through the Big Society Grant/ Leicestershire County Council. It has been informed by a needs analysis, consultations with young people, and a steering group that has met on a regular basis over the last 6 months to oversee and facilitate the development of this business plan.

Graham Pote

Manager - Oadby Youth Centre

Brian Mellowes

Chairman

Business details

Oadby Youth Centre
Wigston Road
LE2 5QB



What do Young People in Oadby want?

- Space to socialise, relax, have fun and a youth café
- More out of school activities including events, fairs, music, dance and youth productions
- Activities that cater for different age ranges
- After school and weekend provision
- Some form of transport for after school provision
- Sports activities, outdoor adventure, trips
- Day trips
- Music, drama, cooking activities
- Learning activities e.g. woodwork, construction, cars, looking after animals
- Technology and media
- An outdoor space

Oadby Youth Centre is an Open Access Young People's community building and Youth Club. It is a place for Young People to go in Oadby, where they can meet friends, socialise, seek advice and support and get involved in a range of activities. It is ideally placed to work with all agencies to deliver activities that Young People want and need.

Where we are now

Organisational development

Oadby Youth Centre was set up in 1947 and is a registered Charity, Unincorporated Association and membership-based organisation. The centre is affiliated to Young Leicestershire and the national youth organisation, Ambition.

Young Leicestershire manages the financial and human resource functions of the centre and supports it with quality assurance and monitoring/ evaluation. The centre has all of the relevant policies and procedures in place but these need to be reviewed and updated.

The Management Committee has 6 members and meets on a quarterly basis. There are 2 young people representatives on the Management Committee. The centre is currently supported by a manager, 6 part-time staff and 5 volunteers. The manager participates in local meetings e.g. Youth Council, Stakeholder Forum, the Children and Young People's Forum.

The Trustees currently have a youth work background with some experience of events management, management of staff and involving young people in the decision making process. There is also some experience in managing buildings and projects, accountancy procedures, grant applications and business management. There is a lack of experience in marketing, IT and areas of governance. These areas need to be redressed with an emphasis on recruiting new Trustees from a business background.

The centre does not actively undertake any marketing, it currently does not use social media and there is not a strong brand. Nevertheless, the centre has a long-standing reputation and is well-known by all stakeholders in Oadby. There are some perceptions that it is solely for boys and young people with challenging behaviour.

Oadby Youth Centre owns the building and leases the land from Oadby and Wigston Borough Council at a peppercorn rate. The building needs modernising and refurbishing. Free professional advice from an architect has been sourced to health-check and survey the building, to look at any building defects, help plan the space, provide refurbishment and design advice and measure and price up any work required.

What do Young People like best about the Club?

- Seeing friends and having fun
- Feeling free
- The people are really nice
- A place to go and something to do at night
- Sports, activities and trips

What do Young People think could be improved?

- More equipment and computers and better internet connection
- An outdoor space
- Friends to come
- More activities
- Extend opening hours

Oadby Youth Centre
Positive Activities delivered for Young People

- ✓ Black history month
- ✓ Quiz nights
- ✓ Girls nights
- ✓ Music project
- ✓ Arts and crafts: Making clay models, making posters, using fabrics, origami
- ✓ Cooking and healthy eating: Making smoothies, curry night, pancakes, pizza
- ✓ Music project
- ✓ Party night
- ✓ In-door sports: Dodgeball, Rounders, football, cricket, basketball, hockey, table tennis, gladiator bed, pool
- ✓ Computer suite, Xbox 360 & Wii consoles
- ✓ Trips: High ropes, hiking in the Lake District, ice skating, Twin Lakes, Skegness, county camp, canoeing, cinema

development; improved relationships with peers, family, community and partners; young people are valued in the community, and young people have an increased role in decision-making.

Financials

The centre has a good base of diverse income sources including income from donations, small grants from trusts and the local authority and income from subscriptions, room hire and a coffee bar. Income reduced from £17,040 in 2009/10 to £9,558 in 2010/11, largely due to reduced Local Authority grant funding and income from donations. Income from subscriptions, the coffee bar and the Oadby Trusts and Foundations remained steady, whilst income from lettings has increased. Expenditure in 2009/10 was £14,762, leaving a surplus of £2,277, and in 2010/11 expenditure was £13,227. The centre purchased a mini bus during this year and reduced the amount it spent on activities, building maintenance, and light/ heat. For

Delivery model

The centre is the only Open Access Youth Centre in Oadby. It is open four nights a week for young people aged 8 to 21 years old. A specialist service for young people that are Carers is provided on Tuesdays. There are currently 100 members, and approximately 20-30 young people attend each session. Attendance has increased year on year. Young people use it as a place to go and socialise as well as to take part in activities. The centre also hires out the rooms in the daytime to local groups e.g. Cheeky Monkeys. The membership policy needs developing – currently members and non-members that use the centre are charged a 50p entrance fee, and there are no annual membership fees.

Social impact

Staff monitor the contribution that the activities make to the Every Child Matters outcomes. Activity data is collected and project evaluation forms are completed. The longer-term outcomes and social impact are currently not measured and reported. However, this is work in hand and recent national good practice has pointed to the following outcomes for young people attending youth centres: social and emotional following outcomes for young people attending youth centres: social and emotional following outcomes for young people attending youth centres; young people are valued in the community, and young people

the financial year ending 31 March 2012, income was £11,288 and expenditure was £11,368 and at 31 March 2013 the income rose to £16,344 with expenditure of £15,948.

Needs analysis

Context

Oadby is a town situated in South East Leicestershire in the Borough of Oadby and Wigston. It has a population of approximately 25,000 including 3,700 young people aged 13-19 yrs. It is a relatively affluent, attractive and safe place to live (although there are some small pockets of deprivation), with a high Asian and Indian population.

Oadby has good public facilities including a leisure centre, a country park and environment centre, 15 parks and sports grounds including two significant open spaces with play areas, a good range of schools, colleges, churches, and a library and museum. The three secondary schools in Oadby are outstanding according to Ofsted. They therefore attract young people from outside the catchment area:

- Beauchamp College
- Manor High School
- Gartree High School

Community development, participation and planning is organised through:

- The Stakeholders Forum meeting that brings together community, statutory, voluntary, faith and business groups to work in partnership
- The Oadby Residents Community Forum that provides opportunities for local residents to discuss local services with Councillors and agency representatives

Despite the area being relatively affluent, attractive, with good general public facilities, there are several persistent issues faced by Young People in Oadby:

- Offending, anti-social behaviour (and the fear of crime), people hanging around, vandalism and graffiti
- Health and well-being: mental health, sexual health, smoking, drugs and alcohol, obesity

There are also an estimated 224 “troubled families” in Oadby and Wigston.

What do Young People want?

There have been a myriad of consultations with young people and other stakeholders to determine what young people want. We undertook a light touch consultation with young people that use the centre and young people in Oadby (the detailed results are set out at Annex A). In summary, we found that young people want the following:

- Space to socialise, relax, have fun and a youth type café
- More out of school activities including events, fairs, music, dance and youth productions
- Activities that cater for different age ranges
- After school and weekend provision
- Some form of transport for after school provision
- Sports activities, outdoor adventure, trips
- Day trips
- Music, drama, cooking activities
- Learning activities e.g. woodwork, construction, cars, looking after animals
- Technology and media
- An outdoor space

Current service provision for Young People

1. *Activities for Young People in Oadby*

There are a wide variety of activities for young people that take place in Oadby. A list of funded activities by Oadby and Wigston Borough Council and Leicestershire County Council up until March 2013 and wider current provision in Oadby is set out at Annex B.

Our conclusions relevant to this business plan are:

- There is diverse provision that takes place in a variety of settings across Oadby. However young people are not always aware of these activities, they are not encouraged or supported to attend activities that meet their needs and therefore participation is low
- The Jitty Website is an excellent central resource, managed by Leicestershire Council, for information on activities in the area, however it is not always up to date
- There is little partnership activity between Oadby Youth Centre and the local voluntary and community sector
- The schools offer extra-curricular activities but these are limited to lunch times
- Support to volunteer in the community is limited to Beauchamp College

2. Local Authority Youth Services

Leicestershire County Council's Children and Young People's Business Plan sets out the main priorities and plans for young people. The Children and Young People's service is organised into four service areas: Universal, Targeted, Specialist and Strategic Initiatives. Youth Services comes under Strategic Initiatives. For Information, Annex C sets out the Local Authority structure and service areas.

The Youth Service's focus is on resources for young people at risk of poor outcomes and where it can have the most impact. The Youth Service

- Hosts the Family Information Service that provides information, advice and guidance for families with children and/ or young people.
- Provides specialist services for; young people in care, young people at risk of becoming pregnant, vulnerable young women, gypsies and travellers, young people experiencing drugs and alcohol issues.
- Has a team of generic, specialist and sessional youth workers.
- Has a Youth Work Fund for Voluntary and Community Sector organisations of approximately £200k for the financial years 2011-12 and 2012-13. Applications received from the VCS totalled almost £1M.

Oadby and Wigston Borough Council works with Leicestershire County Council to provide Positive Activities for Young People (PAYP) funds for targeted work with Young People – Oadby Youth Centre currently receives some funding from this pot. Oadby and Wigston Borough Council's Youth Strategy 2005-15 is a comprehensive plan that guides youth service provision in Oadby.

3. Having a say

There are three main structures that enable young people to have a say in local, sub-regional and national decision making:

- A. **Youth Council**, hosted by Oadby and Wigston Borough Council. Young people have the opportunity to discuss issues affecting them and talk to councillors, officers and various groups who work with young people. It produces a newsletter that is available on the Jitty website.
- B. **CYCLE** is the Leicestershire County Youth Council. It is a place where young people from different forums come together to discuss issues that are important to them. Young people aged 11-19 represent other young people across the 7 boroughs and districts of the county.
- C. **UKYP** is the UK Youth Parliament. Leicestershire has 7 elected representatives representing the 7 districts and boroughs of Leicestershire. UKYP and CYCLE meet regularly, supported by County Council youth workers. They act as the youth voice vehicle for the county.

4. Youth Centre support services

There are several youth centre support services available to Oadby Youth Centre – the details are set out at Annex D. Oadby Youth Centre is affiliated to Young Leicestershire, and the national organisations Ambition and UK Youth.

Policy directions

The consultations and needs analysis point to key important and significant policy directions for Oadby Youth Centre. An external analysis and SWOT analysis undertaken by the Steering Group have also identified key issues and priorities for the centre (see Annexes E and F for further details). This data has enabled the development of the business plan to be developed.

Our vision and mission

Vision: We strive to contribute to a community where people from diverse backgrounds come together and have open access to opportunities. We are committed to being inclusive and accessible, and strive to enable people to fulfil their aspirations, to have a voice, and to enjoy modern facilities in a safe and enjoyable environment.

Mission: Oadby Youth Centre is an independent charity that is affiliated to a local and national network of support services for young people. It provides opportunities, support and facilities for children, young people and their families, in an inclusive, safe and enjoyable environment.

Our goals

Oadby Youth Centre aims to be a flagship, modern, attractive, accessible and affordable Open Access Youth Centre that provides a wide range of opportunities, facilities, activities and resources to young people that will support them in their personal and social development.

It aims to be available to all young people aged 8 to 21 years (25yrs for those with disabilities and/or learning difficulties) and to support the engagement of those who are vulnerable, disadvantaged or otherwise 'hard-to-reach'.

Oadby Youth Centre will be young people lead and ensure young peoples' voice and participation in decision-making at a local, sub-regional, regional and national level in order that all services respond to their needs.

Business strategy

In 2013-14 we will:

- Update and refurbish the building and facilities so that it is more attractive to young people and new customers. Create an outdoor space and develop a space to socialise, have fun and a café type facility
- Extend the opening hours to include weekends and provide more out of school activities and activities that cater for different age ranges
- Raise the visibility and awareness of the Centre - improve the image and brand and bolster marketing activities. Target marketing to young people from different background and cultures
- Promote and raise awareness about community, social and leisure activities that take place in Oadby and support young people to get involved
- Substantially increase the number of Young People that use the Centre and extend the opening hours
- Provide more out of school activities and activities that cater for different age ranges
- Become a one-stop shop centre for Young People in Oadby
- Investigate the setting up of an After School Club to generate an income to sustain the Youth Centre
- Increase the amount of room hires, particularly from local partners and community groups
- Work with the local schools and local authorities to look at setting up targeted and specialist services for young people that are eligible for the pupil premium and additional support, that are at risk of exclusion and that have special and alternative educational needs.
- Develop a multi-agency approach with a particular focus on working with the local schools and local businesses and seek to work in partnership with other Voluntary and Community Sector groups
- Develop an outcomes based approach to service delivery, and develop systems for social impact measurement and reporting to demonstrate the effectiveness of its services
- Promote volunteering in the community and support young people to volunteer
- Link to the Youth Council to ensure that young people that use the centre also participate in local planning and decision making in Oadby

In 2014-15 we will:

- Explore the feasibility of developing a whole family approach and delivering services to families with children and young people
- If new income streams are successful, approach social investors for an investment to modernize and refurbish the building and scale up

The Action Plan to achieve this is set out at Annex G, and an overview of the business plan and strategy is attached (Balanced Scorecard).

Outcomes and social impact

Outcomes

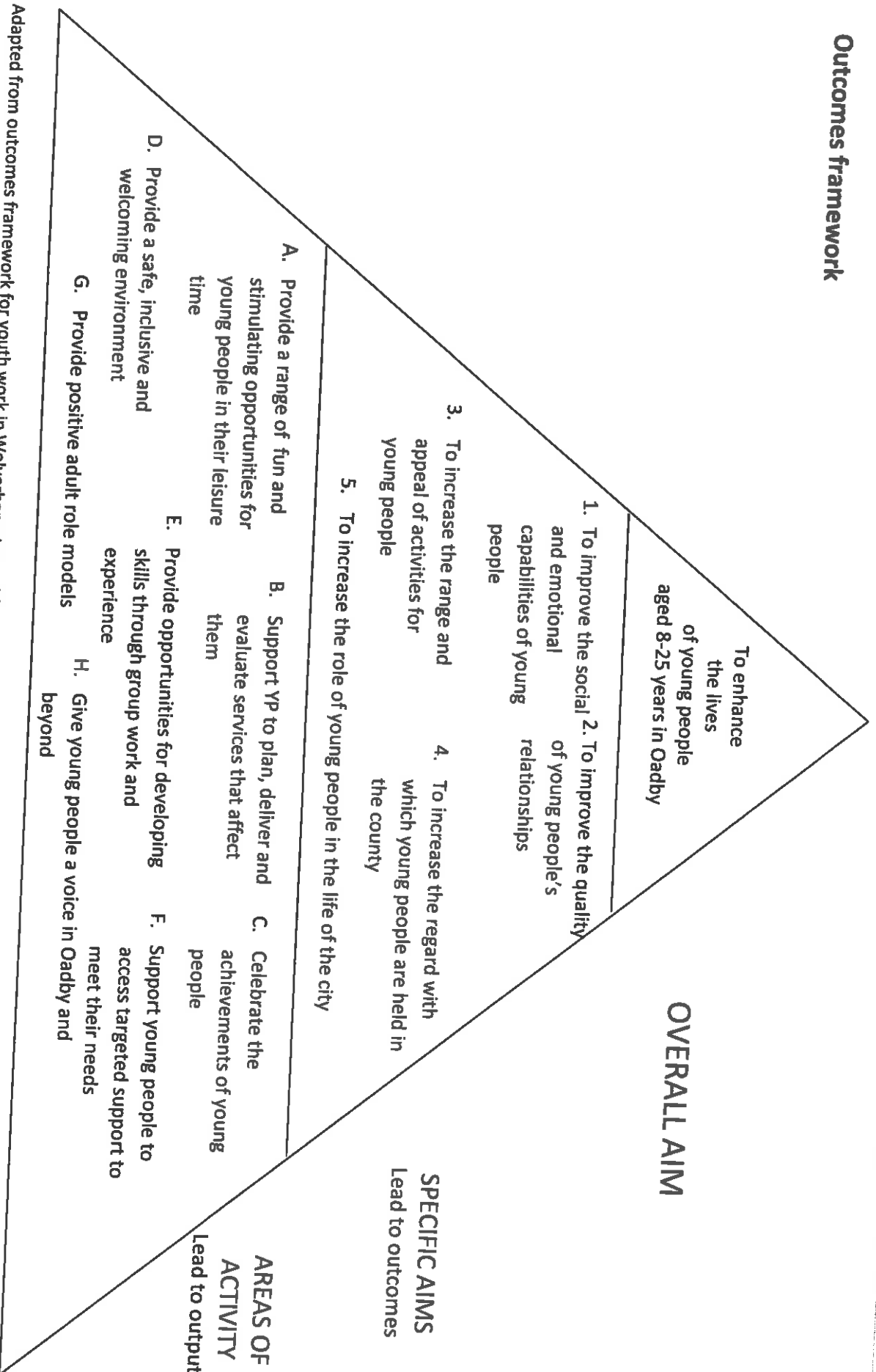
Oadby Youth Centre will use an outcomes based approach which will involve monitoring and evaluating the extent to which the activities contribute to positive outcomes for young people. This is a new and important way of working for the centre and new systems and procedures will be set up. Young people will be actively involved in monitoring, evaluation and planning.

This will help the centre in the following ways:

- Clarify the social impact and benefits which is important to funders
- Marketing – to get all kinds of support including volunteers and donations
- Sets a guideline for actions to be taken
- Helps to get the most out of resources available. Sets priorities and limits.
- Helps to see if the centre is reaching its goals
- Help it to identify what works and doesn't work

The aims and outcomes are set out below, and details about social impact will be measured, evidenced and reported are attached at Annex H.

Outcomes framework



AIM	OUTCOMES
To improve the social and emotional capabilities of young people	<ul style="list-style-type: none"> • Better self-esteem/ confidence • More motivated • Working in a team • Better at problem solving • More creative • Better able to communicate • More resilient • Better able to manage emotions and behaviours • Better at planning
To improve the quality of young people's relationships	<ul style="list-style-type: none"> • Improved relationships with peers, family, intimate relationships, and community
To increase the range of activities for young people	<ul style="list-style-type: none"> • Wider range of activities
To raise the profile of young people	<ul style="list-style-type: none"> • Young people's are valued more by the community & feel more valued
To increase the role of young people in the life of the county	<ul style="list-style-type: none"> • Increased involvement in volunteering & planning, take on leadership roles, more young people take on leadership roles • Young people are more influential • Young people take on a wider range of roles

Our Youth Offer

We will deliver a range of activities as a core offer and we will also aim to deliver new and innovative pieces of work if it meets the needs of young people, and funding is available. We will also seek to raise awareness about local activities and clubs that young people can attend. Our core youth offer is as follows:

A. Provide a range of fun and stimulating opportunities for young people in their leisure time

We will provide a daily and weekend youth centre service for young people aged 8-12 (25 for those that are disabled) delivering a range of fun, recreational and developmental activities. There will be a particular focus on health and well-being as follows:

- Sports and physical exercise from taster sessions to competitive play
- Outdoor activities and adventures that are physically challenging
- A café that provides fresh, healthy food and snacks, and an opportunity to learn how to cook
- Information, advice and guidance on sexual health, drugs, alcohol and smoking

B. Support young people to plan, deliver and evaluate services that affect them

We will set up a Planning Sub-group that will enable young people that use the youth centre to participate in developing and running the centre and contribute to decision-making in Oadby through the local Youth Council.

C. Celebrate the achievements of young people

We will celebrate the achievements of young people through marketing and publicity and local events.

D. Provide a safe, inclusive and welcoming environment

We will develop a phased approach to upgrading, modernising and developing the building and we will seek ownership of the land. Young people will be actively involved in developing the building. We will work towards providing the following:

- Space for activities e.g. arts, music, indoor sports

- An outdoor recreational space
- Cafe and chill out area

E. Provide opportunities for developing skills through group work and experience

Specialist workers will deliver specific projects that enable Young People to select and participate in activities that enable them to increase their skills and knowledge. Examples are cooking, sports, music, arts, media etc. We will also enable other local voluntary and community groups to deliver activities and actively encourage young people to participate in local clubs and activities.

We will develop a volunteering programme, drawing on good practice, to recruit, train and support volunteers, including young people and support them to become peers and volunteer in the community.

F. Support young people to access targeted support to meet their needs

We will provide one to one individual and group support to members and young people identified by external partners, particularly to vulnerable groups including young carers, young offenders, and those at risk of becoming NEET. We will provide positive adult role models and enable young people to become peers and role models. We will focus on providing intensive support to young people in our open access setting to young people at risk of poor outcomes, and we will deliver specific targeted activities for young people from the local schools that are eligible for the Pupil Premium. We will provide a safe and secure venue for activities delivered by the Pupil Referral Unit and we will seek to 'capture' those young people that live in Oadby/ Wigston and facilitate their integration into the local community through participation in some of our targeted and open access youth club activities.

G. Provide positive adult role models

We will identify and provide positive adult role models for young people that use our open access and targeted services. These will be volunteers as well as paid specialist workers. Examples could include a nurse, a local musician, an artist, a local businessman, and adults that have achieved success despite experiencing life challenges.

H. Give young people a voice in Oadby and beyond

We will work closely with the local Youth Council and support young people that use the centre to attend and become local representatives. This will be achieved via the Planning Sub-group and will ensure that the centre's plans and activities reflect local needs and plans. We will also connect to CYCLE the county wide youth forum.

In addition to the above and to ensure the sustainability of the centre, we will deliver the following:

I. After School and Holiday Centre

We will investigate the delivery of an After-school Club for young people, providing supervised recreational and developmental activities at an affordable rate.

J. Room and facilities hire

We will provide room hire services with a particular focus on hiring out rooms to voluntary and community sector groups, organisations that provide services to children, young people and their families and the Local Authority Youth Service for Targeted and Specialist service delivery. This will generate an income to sustain the organisation as well as enable a multi-agency approach to service-delivery.

Marketing and publicity

Developing marketing capacity will be a priority for the year to raise the profile of the centre, gain new members and generate funding. A new logo and brand will be developed immediately. The brand will be developed for all marketing materials and for all of the activities. Regular email newsletters and social media will keep the audiences informed and updated with developments, new activities, good news stories, requests for help, offers and competitions etc. In order of priority:

1. Open Access Youth Centre: A marketing campaign will be immediately launched with posters, postcards, website, emails being sent to organisations that work with Young People
2. After-school Club: This will be researched and marketed through the local Schools
3. Room hire: This will marketed to key agencies and VCS organisations for partnership work. Targeted activity will be scheduled across email and face to face sales

General approach

Marketing will focus on two key areas:

Phase 1: Marketing the centre: To create awareness and interest and build reputation. This will be achieved through marketing collateral e.g. leaflets and posters, social media, and the local schools

Phase 2: Activity marketing: To build desire and action – develop marketing and sales activities on a monthly plan. This will involve developing monthly action plans of tactical activities to be undertaken.

Marketing objectives

- Build awareness and reputation of Oadby Youth Centre, highlighting its purpose and the services/ activities
- Position the centre as the centre for young people in Oadby and social impact
- Highlight 'Open for Business', explaining the products, their benefits and unique selling points
- Promote involvement, support and opportunities for business and stakeholder engagement
- Deliver sales targets via specific marketing activity

Key messages

- Central place and space for young people in Oadby and the building and services are being developed and upgraded
- Works with the schools and local authority
- Range of diverse and exciting activities and youth café
- New after school service
- Open to all, multi-cultural, girls and boys
- Provide some targeted activities
- Room hire for a good cause

Sales strategy

Testimonials and video and written case studies of young people using the centre will be used in marketing and communications activities.

Who will be involved in marketing?

Marketing will be led by a Marketing Sub-group made up of young people, volunteers, and paid staff. The centre will draw on volunteers to develop offline communications (branding, direct mail, print, stalls, advertising and collateral (leaflets, posters etc.)) and online communications (website, email campaigns, social media).

Marketing metrics – what will success look like?

Key Performance Indicators for marketing are:

- Room hires sales per day
 - Number of new members and attendance statistics per week
 - Number of repeat users
 - Number of hits to the website
 - Facebook - number of likes, number of comments
 - Twitter – number of followers, number of tweets and retweets, number of comments
- These metrics will be fed regularly to the Management Committee.

Governance and management

There will be a small professional and qualified staff base. A youth centre manager will be recruited to drive the business plan forward. Maximum use will be made of volunteers and young people who will support the paid staff. A governance structure will be developed to enable young people to participate in developing and running the centre, where sub-groups will lead on particular activities and projects. Each sub-group will have terms of reference, and meetings will be semi-formal and documented. There will be a recruitment campaign for Trustees with a financial, marketing and business background during the first year of this business plan to ensure that the centre has a good mix of skills and experience to take the business plan forward.

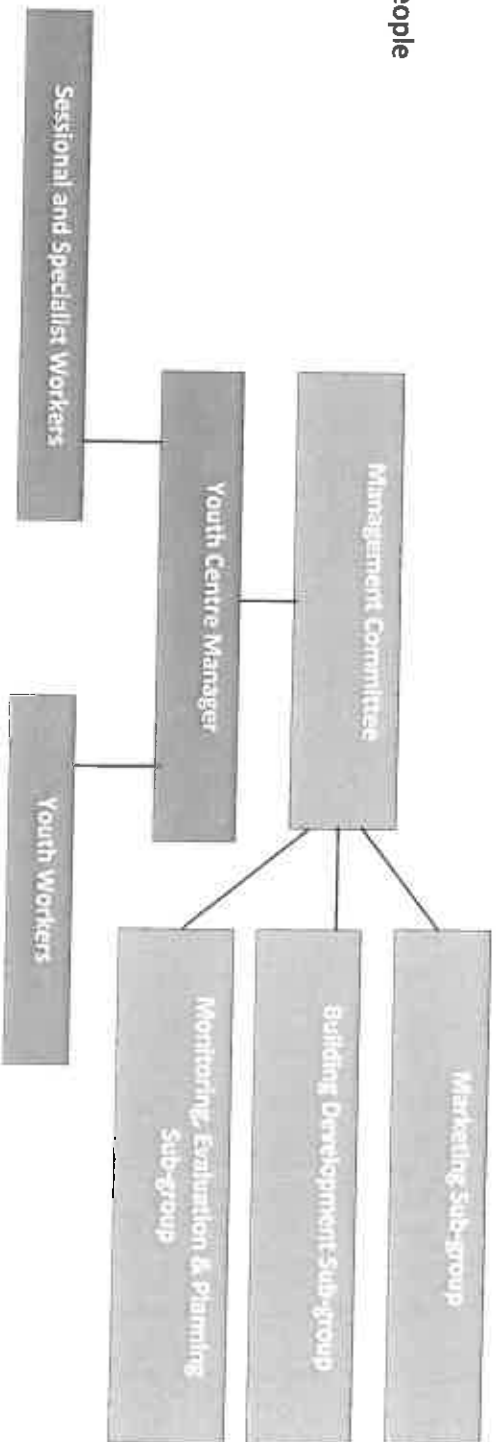
The legal structure of the centre will be reviewed in the first year to determine whether a Community Interest Company would be more beneficial. The benefits are that it will enable the centre to scale up and be more enterprising, offer local schools and others a stake in the company, take on

risk, and gain investment finance. In this context, the Management Committee will also review the option of delivering human resource and financial management functions independently (of Young Leicestershire).

Key

 Volunteers and Young People

 Paid staff



Policies and procedures

The centre has all of the relevant policies and procedures in place, and they will be reviewed on an annual basis by the Management Committee. An overview of our policies relating to safeguarding, equality and diversity and health and safety is set out below:

Safeguarding Young People

Oadby Youth Centre contributes to the protection of young people, and with the support of partners helps to safeguard them from harm. We have a Safeguarding Policy, and as such we undertake the following:

1. Ensure that all paid staff and volunteers have had a CRB check, have received safeguarding training and that they implement the safeguarding policy and procedures
2. Gather information to inform the delivery of bespoke support to young people that may need it
3. Share information with the Local Authorities to ensure joined up service delivery
4. Ensure referrals to the relevant statutory agencies e.g. CAFF referrals

Equality and Diversity

We are fully committed to ensuring that every young person in Oadby is able to access and use our services, and we will take positive action to challenge discrimination and promote equality of opportunity. We will continue to work with key partners to tackle disadvantage and social exclusion and develop strategies that deal with these issues. We are committed to the principle of equal opportunities for all our young people and staff, as covered by the Race Amendment, Sex Discrimination, Disability Discrimination and Human Rights Acts.

Health and Safety

We are fully committed to ensuring the health and safety of staff, volunteers, and young people as laid down by the Health and Safety at Work etc Act 1974, the Management of the Health and Safety at Work Regulations 1999 and the Health and Safety (Young Persons) Regulations 1997.

Anyone using the centre will be given the information, instruction and training if relevant to ensure their safety. All new staff will be given an induction including health and safety when they join the organisation.

Funding strategy

Strategy

Short and medium term

The centre will begin by targeting PAYP and trusts and foundations for grant funding to deliver targeted activities. This element will include a proportion of the overhead/ support costs required to deliver this business plan (the financial model has been built based on a full-cost recovery basis).

Medium to long term

The centre may need a capital investment to develop, upgrade and modernise the building. The centre will approach social investors towards the end of the first year.

Funding prospects

The following is an indicative list of potential sources of income for Oadby Youth Centre:

Grant funding

- Lloyds TSB
- Esmee Fairbairn Foundation
- Henry Smith Charity
- Lankelly Chase Foundation
- Tudor Trust
- Impetus
- Big Lottery and Awards for All
- Enable
- Community Learning Innovation Fund
- PAYP

- Children in Need
- Leicestershire County Council Big Society funding
- Oadby Village Hall Trust

Social investment finance

- Big Issue Invest
- Bridges
- Key Fund
- Resonance
- CAF Venturesome
- Impetus
- Charity Bank
- The Social Investment Business

Public sector contracts

- Ministry of Justice/National Offender Management
- Department for Work and Pensions
- Clinical Commissioning Groups (CCGs)
- Blaby Oadby and Wigston Locality Partnership

Income from trading

- Room hire
- After-school club
- Café
- Membership fees

Donations

- Fetes

- Collections
- Stalls

Financials

The budget forecast is attached to the Business Plan and narrative explaining the figures are attached at Annex I.

Risk assessment

RISKS	IMPACT	HOW MITIGATED
No customers for the After-school Club	Damaged reputation Impacts on the cashflow	<ul style="list-style-type: none"> • Rigorous targeted marketing campaigns • Diversify income sources
Unsuccessful with grant funding	Reduced activities	<ul style="list-style-type: none"> • Diversify income sources • Work in partnership with other VCS organisations
Membership numbers do not increase	Reduced income from subscriptions	<ul style="list-style-type: none"> • Diversify income sources • Intensify marketing activities • Partnership work
Young people do not buy into the plan	<ul style="list-style-type: none"> • Change is unwelcomed 	<ul style="list-style-type: none"> • Involve young people in monitoring/evaluation and planning
Growth forecasts in the first year are not realised	<ul style="list-style-type: none"> • Unable to gain investment finance for the capital development project 	<ul style="list-style-type: none"> • Review business plan and explore the feasibility of other market opportunities
Schools do not buy into the Centre's plans	<ul style="list-style-type: none"> • Reduced income from pupil premiums • No marketing through the schools 	<ul style="list-style-type: none"> • Ensure good relationships with the schools • Increase publicity

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Annex A. Consultations and needs assessment

Several consultation activities have taken place to find out what young people want:

1. A youth conference held on 23rd November 2012 identified that young people want;
 - A youth club/ centre
 - More socialising areas
 - More clubs and activities to stop young people from getting bored
 - More events, fairs, music, dance events and youth productions
2. A focus group discussion held with Gartree High School pupils identified that young people;
 - Want more out of school activities
 - Would attend Oadby Youth Centre if their friends attend and it is cheap
 - Would go home first before attending the club in the early evening
 - Welcome a cheap youth café type facility to hang out with friends
 - Perceive the club as a boys club and for young people with challenging behaviour
 - Want to see specific activities that cater for different age ranges
 - Would attend the club if it were open at the weekends
3. A survey of young people that currently use Oadby Youth Centre identified that;
 - A variety of transport is used to attend to the club; most walk, some cycle and some have their parent/ carer take/ pick up
 - Most attend to have fun and see their friends, whilst some attend to enjoy specific activities
 - Most enjoy the sport activities and the day trips
 - Most spend between £1 - £5
 - In the future, want to do sports activities, and activities such as music, drama, outdoor adventure.
 - Many want to learn something new or use existing skills e.g. construction, learning about cars, woodwork, looking after animals, and most want to get involved in cooking

- Most liked seeing friends, relaxing, having fun, feeling free, the people, the activities and the trips.
- In terms of improvements, many said that they liked it the way it is. Areas for improvement included: The computers and internet connection, an outdoor area e.g. skate park, the need for certain young people to improve their behaviour, more equipment, more female mentors or peers, to open earlier, and to make the building bigger.

4. A survey of parents:

Although the response rate was poor, most parents identified that they would use an After-school Club facility subject to it being cost effective, transport availability, and the provision of good quality services.

Both parents and young people have identified a need for after school activities, away from schools in a supervised environment where young people can go to relax, participate in activities, do their homework, participate in sports, and do extra-curricular activities.

The Blaby Oadby and Wigston Locality Partnership undertook a needs analysis in October 2012. The following priorities relevant to the club were identified:

- Domestic abuse services
- Drug and alcohol services
- Young carers support
- Physical activity
- Supporting transitions
- School readiness
- Attendance and behaviour services in schools.
- Family support and counselling services, support for family breakdown and domestic abuse etc.
- Peer mentoring project.
- Early intervention/universal/preventative services
- Sharing data and joining up data held by different agencies, linking needs and services
- Positive/diversionary activities
- Mobile youth provision
- Summer holiday activities

- Domestic abuse group work
- Healthy relationships and sex education
- Community counselling, advice and support services
- Homeless services for 16 - 17 year olds.
- Careers guidance and advice, pathways to employment, apprenticeships, links with and more involvement from local employers
- Raising literacy and numeracy levels
- Job clubs
- Family support
- Mentoring/peer mentoring
- Positive activities for females
- Maintaining EET (employment, education or training) levels
- Confidence building projects – young parent, young offenders
- E-safety education
- Volunteering and community projects.
- Early intervention and preventative work
- Target services at priority areas
- Links with CAF to identify local needs and commissioning priorities
- Needs assessment process – feeding outcomes from the "voice work" into commissioning priorities
- A system to measure progress and outcomes and long term impact of interventions
- Venues for delivering services
- Better partnership working
- Young people/service user consultation re. needs and commissioning priorities.
- Workforce development re. drugs, alcohol, teen pregnancy, Chlamydia testing.

Annex B: Current services for Young People In Oadby

General provision

- A sexual health clinic based at Beauchamp college
- Drugs and alcohol outreach services
- Uniformed groups
- Faith based youth groups
- Beauchamp College: Badminton, Basketball, Gymnastics
- Gartree High School: Badminton Club
- Bowling club
- Cricket Club
- Dance and fitness classes for those aged 14 yrs and above
- Football club
- Horse riding
- Various martial arts clubs
- Rugby club
- Tennis club
- Walking club

Volunteering

Beauchamp College, in partnership with Community Action Partnership, delivers a Youth Volunteering Project. This project places students in schemes such as adults with learning difficulties, 'Right to Read' and PE in primaries, after school clubs and charity shops. Any young person interested in volunteering can get involved. However this initiative is limited to students at Beauchamp College – there are little or no other opportunities for young people to volunteer in the community.

Oadby and Wigston Borough Council funded provision

- Youth Baseball Camp (8-14 yrs)
- Outdoor learning activities with the schools
- Girl Active Lifestyles: Manor High, Gartree, and Beauchamp school pupils and held at the Leisure Centre
- Holiday programme at the leisure centre
- Up and Active Teens Camp (16-25 yrs): Physical activity at the leisure centre
- Sportivate (16-25 yrs): For sports activities at local clubs
- Brocks Hill Environment Centre: Activity trails
- Health assessments: Local library
- Badminton: Beauchamp College
- Have a go: sports activities at the leisure centre for people with disabilities
- Granville Tennis Club (universal)
- Zumba classes (universal)
- Football tournaments (universal)
- Walking groups (universal)
- Local sports Alliance: Various sport projects
- Sporting Change: Physical activity and gardening for young people disadvantaged with mental health needs
- Inclusive sport: Disability sport events
- Competitive school sports

VCS delivery funded by the Youth Work Fund (Leicestershire County Council)

- Citizens598 (County-wide, but no provision in Oadby): Uses live performance and film company that likes to create projects, tell stories and solve problems for clients
- Open Door Leicester (Oadby and Wigston): Provides one-to-one counselling sessions and group work on issues such as bullying, self-esteem, sexual health. Provides services at Beauchamp College and Gartree High School
- Banardos Young Carers' Service (County-wide): Helps families to find support, supports young carers to use local services, provides counselling, liaises with schools, and provides respite
- Soft Touch Arts (County-wide, but no provision in Oadby): Use arts, media and music activities to inspire and engage young people and help them to develop creative, social and employability skills

- Leicestershire Gypsy Youth Forum

Oadby and Wigston Positive Activities for Young People funded

- Speakeasy Theatre Company: Provides workshops and performances in educational settings. Has specialist expertise in facilitating Schools, Youth Theatre and Disability projects with a focus on positive activities for disadvantaged young people
- Chill Enterprises: A community arts organisation that offers workshops, projects, courses, creative opportunities and enterprise support for young people. Provides a range of production, performance, film and broadcast and development opportunities

Annex C: County Council Children and Young People's Services

Universal services

- Early learning and child care
- School improvement (including Governor support)
- School support services

Targeted services

- Specialist education services
- Behaviour and attendance
- Education of children in care

Specialist services

- Child protection
- Strengthening families service
- Children in care services
- Disabled children's service

Strategic Initiatives

- Youth service and integrated youth support
- Children's centres and family support
- School admissions and pupil services
- Planning and commissioning
- CYPS change programme

Annex D: Voluntary sector Infrastructure support services

There are several infrastructure support structures available to Oadby Youth Centre (and other VCS organisations that provide services to young people). Oadby Youth Centre has a strong partnership with Young Leicestershire, however it needs to participate in local and national networks and forums to ensure that it maximises information, knowledge, intelligence, funding opportunities, best practice and partnerships.

- **Young Leicestershire** provides fundraising, planning, financial, legal, and quality assurance support, supports workforce development, and supports local clubs with property management and equipment. It also provides a forum for debate, represents the sector in decision making, supports a programme of sport activities and facilitates partnerships across Leicestershire. Liaises with Leicestershire County Council Youth Service on behalf of the affiliated clubs.
- **Voluntary Action Leicestershire** is the county-wide generic infrastructure support organisation that provides organisational development, policy and volunteering support to VCS organisations. It hosts a Children, Young People and Families Forum that shares information, engages with local authorities, and develops partnership approaches
- **National Council for Voluntary Youth Services** is a membership network that represents VCS youth organisations and helps to build their capacity and quality. It champions VCS youth organisations in policy making, supports it to develop best practice and supports a social enterprise approach to service delivery
- **National Youth Agency** works to support youth workers by championing their work, enabling them to do what they so, and supports the recognition of youth work as a profession
- **Voluntary Action Oadby and Wigston** provides specialist support in areas such as youth volunteering, participation in decision making, community engagement and small grant fund management.

Annex E: External PESTLE analysis

<p>Political</p> <p>Elections for Police Crime Commissioner (+) Big Society Agenda and Localism (+) Commissioning services (+) Move to targeted services (+/-) Reduced LA youth service budgets (-) Stakeholders Group (+/-) Troubled families agenda (+) Partnerships with national organisations (+/-) LCC CYP restructure April 13 (+/-) Quality assurance (+/-) Alternative education (+) Pupil Referral Units (schools pay if excluded) (+) & Pupil Premiums (+) Schools partnerships (+) PAYP (+) Baps and Academies YSS post (+/-)</p>	<p>Economic</p> <p>Social finance (+/-) Reduced grant funding (-) Community Forums & Voluntary Sector Forum lack participation of young people (+) Leicestershire County council funding pots (+) Recession (-) Private sector (+/-) Larger charities winning contracts (-) Positive Activities for Young People funding (10-19 year olds) PAYP (+)</p>
<p>Social</p> <p>Personalisation and focus on individuals/ users & measuring change (+) Outcomes agenda and lack of clarity (+/-) High Asian population (+/-) Affluent area (+/-) YP not accessing services esp Asian population (+/-) Small pockets of deprivation (+/-)</p>	<p>Technological</p> <p>Measuring outcomes (-) Software available (+)</p>
<p>Legal</p> <p>Local Authorities must consider Social Value (+) Vetting and barring (-)</p>	<p>Environmental</p> <p>Capital works needed on the building (-) Investment e.g. solar panels</p>

Charity law

Annex F: SWOT analysis

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Well established, well-known, with a long history in the locality • Own building, large, equipped, minibus • Independent • Open access (and not faith based) & little competition • Skilled staff/ volunteers • High membership • Activities/ outings • Drop in for older kids • Part of a bigger network, partnerships • Influence • Referrals from other charities <p>How to build on strengths:</p> <p>Develop and improve marketing and publicity</p> <p>Update the building – prohelp</p> <p>Pilot holiday activities</p> <p>Identify partners and plan/ proposals</p> <p>Consortia/ partnerships with other charities</p>	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Location • Name • Lost identity • Marketing • Lack of outside space • Resources outdated • Layout of the building/ use of space • Community café • Lack car parking/ public transport/ community transport • Volunteer recruitment/ management • Chasing money • Management committee – need new members/ lack YP • Lease for the land <p>What OYC will do to address the weaknesses</p> <ul style="list-style-type: none"> • Refresh, develop new brand and identity • Increase and improve visibility • Prioritise marketing • Create an outside space for sitting, growing • Run other outdoor activities • Provide transport for young people • Develop volunteer management and recruitment plan • Governance and management
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<p>OPPORTUNITIES</p> <p>Schools (raise profile) Prospects (Hinckley 16-19 yrs) Opening in day and w/e Community hub School holiday play scheme After school activities Tuck shop Volunteering – social value Engage YP YP business skills Sponsorships Partnerships e.g. Connexions (closed South Wigston office) <u>Develop systems (outcomes)</u> Lack facilities in Oadby Use of building Specialist/ targeted services <u>Increase membership</u> Holistic Reputation increased - £ Money for troubled families – joined up Referrals for vulnerable <u>Daytime activities</u> – for schools/ YP e.g. at risk of exclusion</p> <p>How take advantage of opportunities: Marketing/ publicity Strategy and prioritise Redistribute resource Market research, talk to schools, market sounding Look at space for café</p>	<p>THREATS</p> <p>Damaged resources Reliance on LA money for staffing Rely on grants Reduction in rate relief Qualified staff for trips Graham retiring Accredited work</p>
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Restructure opening times

Annex G: Action Plan

Objective:

Update and refurbish the building and facilities so that it is more attractive to Young People and new customers

Action	Who leads	By when
Health check and survey by ProHelp	Centre Manager	Spring 2013
Planning meetings with young people	Centre Manager	Spring 2013 and on-going
Source local DIY suppliers	Centre Manager	Spring 2013
Explore the option of redevelopment and a capital investment	Centre Manager	Winter 2013

Objective:

Raise the visibility and awareness of the Centre - improve its image and brand and bolster marketing activities
Substantially increase the number of Members/ Users and extend the opening hours

Action	Who leads	By when
Develop logo	Marketing sub-group	March 2013
Develop website	Marketing sub-group	April 2013
Set up & maintain Facebook page	Marketing sub-group	April 2013
Update the Jitty website	Marketing sub-group	April 2013
Set up & maintain Twitter	Marketing sub-group	July 2013
Design newsletter template	Marketing sub-group	Summer 2013
Set up corporate email address	Marketing sub-group	April 2013
Design leaflet/s and posters	Marketing sub-group	June 2013
Distribute leaflets and posters	Marketing sub-group	July 2013

Objective:
 Become a one-stop shop for young people in Oadby and provide more out of school activities and activities that cater for different age ranges

Action	Who	By when
Complete grant applications to gain funding	Centre Manager	On-going
Plan activities with Young People/ Users – planning meetings	Planning sub-group	On-going
Contact local VCS groups and others e.g. Soft Touch Arts about joint bidding and delivery	Centre Manager	April 2013
Develop monthly activity calendars and advertise	Planning sub-group	On-going
Get promotional materials from local providers of services for Young People and display at the Youth Centre. Advertise these activities in the newsletters, and website etc	Centre Manager	May 2013

Objective:
 Increase income from trading: Pilot test an After School Club, increase the amount of room hires, particularly from local partners and community groups

Action	Who	By when
Meet with Blaby and Whetstone Youth Club to review OFSTED requirements and paperwork	Centre Manager	April 2013
Complete DIY renovation	Building sub-group	May 2013
Design and disseminate promotional materials for after school club (through the schools)	Marketing sub-group	July 2013
Complete health and safety risk assessment	Centre Manager	July 2013
Ensure policies and procedures are relevant and up-to-date	Centre Manager	July 2013
Register with OFSTED	Centre Manager	July 2013
Recruit staff and ensure relevant safety checks	Centre Manager	July 2013
Ensure paperwork in place	Centre Manager	July 2013

Design and disseminate leaflets for room hire	Marketing sub-group	April 2013
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Objective:
 Work with the local schools and local authorities to provide targeted and specialist services for Young People that are eligible for the pupil premium and additional support, that are at risk of exclusion and that have special and alternative educational needs.

Action	Who	By when
Hold planning meetings and link to open access activities above	Planning sub-group	On-going
Complete funding application forms	Centre Manager	On-going
Organise outdoor adventure activity and develop a flier	Centre Manager and marketing group	Summer 2013
Explore the option of providing accredited learning activities for Young People from the Pupil Referral Unit	Centre Manager	March 2014
Develop offer to schools (flier and details of activities), meet with schools	Centre Manager	March 2014

Objective:
 Develop a multi-agency approach with a particular focus on working with the local schools and local businesses and seek to work in partnership with other Voluntary and Community Sector groups

Action	Who	By when
Develop relationships with the local schools	Alison/ Centre Manager	On-going
Email newsletters to the different agencies	Marketing sub-group	On-going
Attend local VCS forum and stakeholder meetings	Centre Manager	On-going
Identify possible VCS partners, meet and develop joint offers	Centre Manager	On-going
Seek sponsorship from local businesses	Centre Manager	On-going

Objective:
Use an outcomes based approach to service delivery, and develop systems for social impact measurement and reporting to demonstrate the effectiveness of its services

Action	Who	By when
Provide training to staff on outcomes monitoring and evaluation	TBC	April 2013
Review existing systems and procedures and align to outcomes and objectives set out in this business plan	Alison/ Centre Manager	April 2013
Planning/ monitoring/ evaluation meetings to be set up and meet quarterly to review data and adapt plans accordingly	Planning sub-group meetings	On-going
Develop case studies of success and use for marketing	Planning and marketing sub-groups	On-going

Objective:
Promote volunteering in the community and support young people to volunteer

Action	Who	By when
Develop volunteer job descriptions and advertise	Alison/ Centre Manager	December 2013
Recruit volunteers	Alison/ Centre Manager	December 2013
Develop volunteer agreements	Alison/ Centre Manager	December 2013
Develop induction pack	Alison/ Centre Manager	December 2013
Undertake supervision with volunteers	Centre Manager	On-going

Annex H: Measuring social Impact

AIM	OUTCOME	OUTCOME INDICATOR	DATA COLLECTION METHOD	WHO REPORTS PROGRESS, WHEN, AND WHERE TO
To improve the social and emotional capabilities of Young People	<ul style="list-style-type: none"> Better self-esteem/ confidence More motivated Working in a team Better at problem solving More creative Better able to communicate More resilient Better able to manage emotions and behaviours Better at planning 	Level of participation in activities Level of confidence Level of interaction with other Young People	<ul style="list-style-type: none"> Observations and log book Parents questionnaire 	Centre Manager to the Management Committee
To improve the quality of young people's relationships	<ul style="list-style-type: none"> Improved relationships with peers, family, intimate relationships, and community 	Level of interaction with different age ranges Level of confidence Level of volunteering/ helping out	<ul style="list-style-type: none"> Observations and log book 	
To increase the range of activities for young people	<ul style="list-style-type: none"> Wider range of activities 	Range and number of activities and level of participation Attendance levels	Registers Promotional materials	
To raise the profile of Young People	<ul style="list-style-type: none"> Young peoples are valued more by the community & feel more valued 	Level of reported value	Evaluations	
To increase the role of young people in the life of the county	<ul style="list-style-type: none"> Increased involvement in volunteering & planning, take on leadership roles, more young people take on leadership roles 	<ul style="list-style-type: none"> Stronger lobbying ability More Young People involvement in Youth 	Volunteering statistics Feedback on website, twitter and	

OBJECTIVE					
Provide a range of fun and stimulating opportunities for Young People in their leisure time	<ul style="list-style-type: none"> Young people are more influential Young people take on a wider range of roles 	<ul style="list-style-type: none"> Council More Young People Volunteer 	<ul style="list-style-type: none"> Facebook 		
	OUTPUT Sports and Physical Exercise activities Outdoor adventure and trips Cafe and cooking activities Promotional materials Computers, Xbox, media	INDICATOR Number of users attending each session Number of users attending trips and cooking activities Promotional materials disseminated	DATA COLLECTION METHOD Attendance and activity records by age Marketing activity report		WHO REPORTS PROGRESS, WHEN, AND WHERE TO Manager report to the Management Committee
Support Young People to plan, deliver and evaluate services that affect them	Planning Sub-group meetings Youth Council meetings	Number of planning meetings held and number of Young People attending Number of Young People that attend the Youth Council	Meeting notes Meeting notes		Manager report to the Management Committee
Celebrate the achievements of Young People	Events and publicity	Number of events held Publicity materials that include celebrations Young Volunteers Awards	Publicity material		Manager report to the Management Committee

Provide a safe, inclusive and welcoming environment	New and improved building	Increase in number of users and income generated	Building project plan Survey Architecture plans	Manager report to the Management Committee
OBJECTIVE	OUTPUT	INDICATOR	DATA COLLECTION METHOD	WHO REPORTS PROGRESS, WHEN, AND WHERE TO
Provide opportunities for developing skills through group work and experience	Specialist sessions and projects Volunteering programme	Number of different activities held Number of Young People attending each activity by age and type Number of VCS groups that hold sessions at the Centre Number of Young People and adult volunteers	Attendance activity records Promotional material Volunteer adverts, job descriptions and agreements	Manager report to Management Committee
Support Young People to access targeted support to meet their needs	Volunteers and peers Outdoor adventure activities Educational support and accredited activities One to one support session	Number of Young People from Pupil Referral Unit & Premium attending activities	Attendance activity records Promotional materials Case records and files	Manager report to Management Committee

<p>Give young people a voice in Oadby and beyond</p>	<p>Youth Council meetings Planning Sub-group meetings Management Committee meetings</p>	<p>Number of Young People attending the Youth Council and Planning Sub-group meetings</p>	<p>Meeting notes</p>	<p>Manager report to Management Committee</p>
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Annex I: Budget and cashflow

Income

Income from trading in year 1 is projected at £13,200 and income from grants is £35,450, totalling £48,650 in the first year. This represents twice the income than was received in 2012/13. This means that the Centre will need to monitor the delivery of this Business Plan, the risk assessment and actuals versus plans carefully and on a month by month basis. It is envisaged that income from trading will substantially increase subject to increased marketing capacity.

Overheads

Overheads total £26,360, including the cost of a part-time Centre Manager, representing 40% of the overall costs to deliver the Business Plan. This role is the biggest proportion of these costs but essential if the targets in this Business Plan are to be met. It is important that the Centre operates a full cost recovery model as it begins to grow and develop. This means that a proportion of the overhead costs will need to be allocated to the project costs.

Marketing expenses are essential for the survival of the business, and ideally 5-10% of the projected revenue needs to be allocated to marketing activities. The management committee will need to increase the marketing cost as the business becomes successful during the course of the year. The current budget for marketing is too small and marketing during the initial months will rely heavily on volunteers - this is a key risk area.

Open Access Youth Centre

The Open Access services income is projected at £26,450, with around £21k from grants and approximately £5.5k from trading (subs). This will need to be reviewed during the first year of implementation - there is a real opportunity to increase charges through for example an annual membership fee. With a reduction in grant funding for Open Access Youth Services, there is a need to find new and innovative ways of charging for the service eg, the development of a youth cafe type facility could potentially bring in an income of about £4k. Expenditure for the year is £26250, leaving a profit of just £200.

Lettings

Income from lettings is modest, at £2,000. Again this is unrestricted income, and therefore an important source of revenue. It is anticipated and hoped that income will be significantly more than projected, subject to ensuring a multi-agency approach to deliver of this plan and increased marketing activities.



Policy, Finance and Development Committee	Tuesday, 31 January 2017	Matter for Decision
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Title: **Oadby Swimming Pool Site, Leicester Road, Oadby**

Authors: **Anne Court (Director of Services / Monitoring Officer)
Adrian Thorpe (Planning Policy and Regeneration Manager)**

1. Introduction

This report considers the various approaches open to the Council for the future use of the Oadby Swimming Pool site as shown edged red at Appendix 1. It also details suggestions received from the public for the site. Having considered the feasibility of these uses it recommends the most appropriate use(s) for the site in the future.

2. Recommendations

It is recommended that Members:

- (i) Note the consideration of the feasibility of the various options that have been put forward for the future ownership and use of the site as set out in this report;
- (ii) Resolve that the most appropriate use(s) for the site is either a wholly residential use or a combined residential and community centre use;
- (iii) Delegate to officers the task of evidencing and preparing an appropriate design scheme for the future use of the site for future consideration by this Committee.

3. Information

3.1 At its meeting on 9th December 2014 Members resolved that:

'In relation to the site of Oadby Pool, Leicester Road, Oadby, it is recommended that the Council resolves to make the land available for affordable housing development purposes in order to promote its housing priorities after it becomes vacant in 2015 and subject to the covenants as set out in paragraph 3.16'.

3.2 At its meeting on 8th December 2015 (Minute No. 52d refers) Members resolved that:

- (i) *A full feasibility assessment of the Oadby Swimming Pool site be undertaken to assess all potential options and, or suggestions, available for the future use of the land and that a report outlining the same be prepared for Members' consideration and resolution;*
- (ii) *The demolition of the Oadby Swimming Pool building, subject to Officers discretion, be carried out in accordance with a full risk assessment.*

Land Ownership and Legal Issues

- 3.3 The site of the Oadby Swimming Pool is situated adjacent to Ellis Park and is shown on the title plan at Appendix 1. This land is presently owned by Oadby and Wigston Borough Council following a conveyance dated 21st June 1897 made between (1) John Gulson and Others and (2) The Parish Council for the Parish of Oadby.
- 3.4 The conveyance states *'the said Rachel Ellis has agreed to give and the Council have agreed to accept the said pieces of land and hereditaments hereafter described to be held by the Council for the benefit of the Inhabitants of the Parish of Oadby and the said Rachel Ellis has requested the said John Gulson James Ellis and Joseph Sturge to convey the same accordingly.'*
- 3.5 The conveyance contains one restrictive covenant that the Council or its successors *'will not at any time hereafter permit or suffer the sale of ale wine beer or spirituous liquors on the said closes of land hereby conveyed or any buildings to be erected thereon and that any sale or sales of the said closes of land or any part thereof the purchaser or purchasers shall in his or their conveyance enter into a covenant to observe and perform this covenant.'*
- 3.6 Other than the restrictive covenant, there are no restrictions on the future use of the land. The land was given for the benefit of the inhabitants of Oadby. This term could be interpreted in a number of ways for example, the actual use of the land or a capital receipt from the sale of the land that could then be re-invested by the Council for the benefit of the inhabitants of Oadby.

Possible Future Uses for the Oadby Swimming Pool Site

- 3.7 Following the Committee resolution of 8th December 2015 consideration has been given to the potential options that are available to the Council in relation to the future use of the site.
- 3.8 The Council has received a number of suggestions from members of the public since the closure of the swimming pool. These are summarised below:
- The site is cleared and set out as parkland
 - Multi-purpose space for playing basketball, badminton etc and communal space for parties, youth club shows etc
 - Remain a single storey building offering facilities for youth of Oadby, with the space doubling for use by other groups
 - Remain an area for recreation
 - Serve the community in some way with recreation in mind
 - Indoor bowls
 - Youth facility including possibly a skate park and subject to availability of funding a 3G pitch
 - Community building for Oadby – for both adults and young people
 - Indoor sports/leisure such as ten pin bowling, indoor roller skating, table tennis, film shows
 - Community hub as part of community 'campuses' run by church organisation
 - Provision of a health centre
 - Place of Worship
 - Affordable housing in small development with gardens
 - Memorial garden for the Ellis family

3.9 Additionally two individuals have expressed an interest to purchase /develop the site although they have not given any details of their proposals.

3.10 Taking account of the above resolutions and suggestions, the following options have been identified for the future use of the site:

- Redevelop the site as parkland, sports and recreation provision
- Redevelop the site for indoor community use
- Redevelop the site for housing

3.11 Each of the options is considered in more detail below.

Redevelop the Site as Parkland, Sports and Recreation provision

3.12 Under this option the Council would retain ownership of the land.

3.13 Whilst it would provide further amenity space there are significant capital and revenue costs that would need to be borne by the Council. Capital costs would include demolition of the existing building, clearance of the site and as a minimum setting out with top soil and turf/seeding. This has been estimated at approximately £10,000 plus demolition costs estimated at approximately £80,000. Establishing any additional sports and recreational uses would be at a further capital cost.

3.14 Given the costs involved to the Council, this is not considered to be a feasible option. However, an opportunity could exist for the Oadby Pool site to contribute towards new/improved recreational and open space (including parks) facilities in Oadby through redevelopment of the site (see paragraph 3.33).

Redevelop the Site for Indoor Community Use

3.15 Under this option, the Council could retain ownership of the land, lease the land or sell the land.

3.16 A degree of interest has been shown in the site by local community groups for uses such as a community centre, youth club or place of worship. The Council could sell or lease the land for such a use. A legal agreement would be required to be put in place to tie the use of the land to community use.

3.17 Alternatively, the Council could retain ownership of the land, demolish the existing building and redevelop the site itself for a residential led use (see next section) including a purpose built community centre. This could replace existing and ageing Council owned community provision in the area such as the Walter Charles Centre and Oadby Youth Centre thus releasing these sites for sale or redevelopment (eg for a residential use) with the potential to gain a capital receipt through the rationalisation of buildings. This capital receipt, together with a capital receipt arising from the development of a residential element of the scheme could be used to fund the community centre element.

3.18 It is not considered financially viable for the Council to retain ownership of the land and redevelop the Swimming Pool Site itself solely for use as a purpose built community centre. A mixed use scheme incorporating some residential development would be necessary to enable the Council to deliver a financially viable scheme that funds the provision of a community centre.

- 3.19 This option is considered to be feasible, although, in the case of the Council retaining ownership of the land demolishing the existing building and redeveloping the site itself for a residential led use including a purpose built community centre a business case would need to be prepared, particularly regarding revenue implications.

Redevelop the Site for Housing

- 3.20 Under this option the Council could sell the land or bring forward a residential scheme itself.
- 3.21 If the **Council choose to sell the land to a commercial developer**, the developer would purchase the site in its existing condition and bear the cost of demolishing the existing building. The Council would receive a financial sum for the site which it could reinvest for the benefit of the inhabitants of Oadby.
- 3.22 Whilst no formal marketing has taken place the Council is already aware of several parties interested in purchasing the site.
- 3.23 If the Council chose to sell the land to a commercial developer, the Council would have limited control as to the type of residential development that takes place on the site or the speed at which development was brought forward. The Local Plan would however require that at least 30% of the total number of units was provided as affordable housing, as per the policy set out in the Local Plan.
- 3.24 A 100% affordable housing scheme could be delivered if the **Council choose to partner with a Registered Provider**. However, this approach is only likely to be viable if there is external grant support available from third parties such as the Homes and Communities Agency and it is understood that such grants have not been available recently.
- 3.25 Alternatively, the **Council could choose to redevelop the site to add to its own portfolio of housing for rent**. This would deliver 100% affordable housing and could be delivered with the Council managing the entire scheme and appointing a contractor itself or by directly appointing a developer.
- 3.26 However, there are risks to the Council associated with this option. These relate to the management of the developer/contractors; the amount of input required of the Council's staff and the need to buy in external expertise. Furthermore, there would be no financial sum received by the Council unless the development is subsequently sold. This approach assumes that the Council has the financial headroom to borrow finance to proceed with the development.
- 3.27 An initial high level appraisal of the site has indicated that there is potential for a development of approximately 35 dwellings on the site, including the retention of an element of public car parking provision. The site is a sustainable location with good transport links, close to shops and services in an established residential area.
- 3.28 On the basis of affordable rents at 80% of market rents the high level appraisal indicates that the revenue generated would appear to be sufficient to cover the borrowing to cover the construction costs. However, under the new financial regime the Council is allocated a maximum limit of indebtedness set at £21.769 million against which it has already borrowed £18.114 million to purchase its housing stock.

This leaves headroom of £3.655 million of which it is estimated that the Council will borrow £2 million to help fund the 2016/17 Housing Capital Programme. The level of borrowing suggests that there is insufficient headroom to enable the Council to borrow to deliver a scheme of its own on this site.

- 3.29 These risks would be mitigated if residential development was delivered as a result of the Council's plans to develop housing through a **Local Housing Company**. With the Company being outside the Housing Revenue Account it would not be constrained by the borrowing limits. This approach could provide a mixture of privately rented and affordable homes for rent that could be managed by the Housing Company and also provide a valuable income stream for the Council.
- 3.30 This option is considered to be feasible, although of the four alternatives considered, either the sale of the land to a commercial developer or a local housing company are considered to be the most appropriate. Any capital receipt received by the Council could be reinvested for the benefit of the inhabitants of Oadby, for example, in funding the provision of a community centre.

Other Considerations

- 3.31 The site currently provides car parking for users of the neighbouring Ellis Park and an element of this would be retained in any future use of the site.
- 3.32 Whilst the site remains inactive with the old Oadby Swimming Pool building still in situ, the Council is currently incurring business rate charges at the cost of approximately £20,000 per year.
- 3.33 Furthermore, any development scheme should give consideration to the need to make improvements to enhance the existing Ellis Park. A housing development could result in the requirement for a Section 106 contribution to be paid to the Council to new/improved recreational and open space (including parks) facilities in Oadby.
- 3.34 The site is located immediately adjacent to Oadby Town Centre. In the interim, the Swimming Pool Site could offer an ideal location for replacement public town centre car parking spaces on a temporary basis during the course of bringing forward development on sites identified in the Oadby Town Centre Masterplan as part of the Council's regeneration plans.

Conclusions and Next Steps

- 3.35 If the Council is to retain ownership of the Oadby Swimming Pool Site then it is considered the most feasible options are to redevelop the site for either a wholly residential use or for a mixed residential and community centre use. A wholly community use is not feasible because it is not considered viable for the Council to be able to fund it without an income that would be generated by a residential element.
- 3.36 There are a number of risks that could materialise if the Council were to bring forward the redevelopment of the site itself. These risks would be mitigated if residential development was delivered as a result of the Council's plans to develop housing through a Local Housing Company.

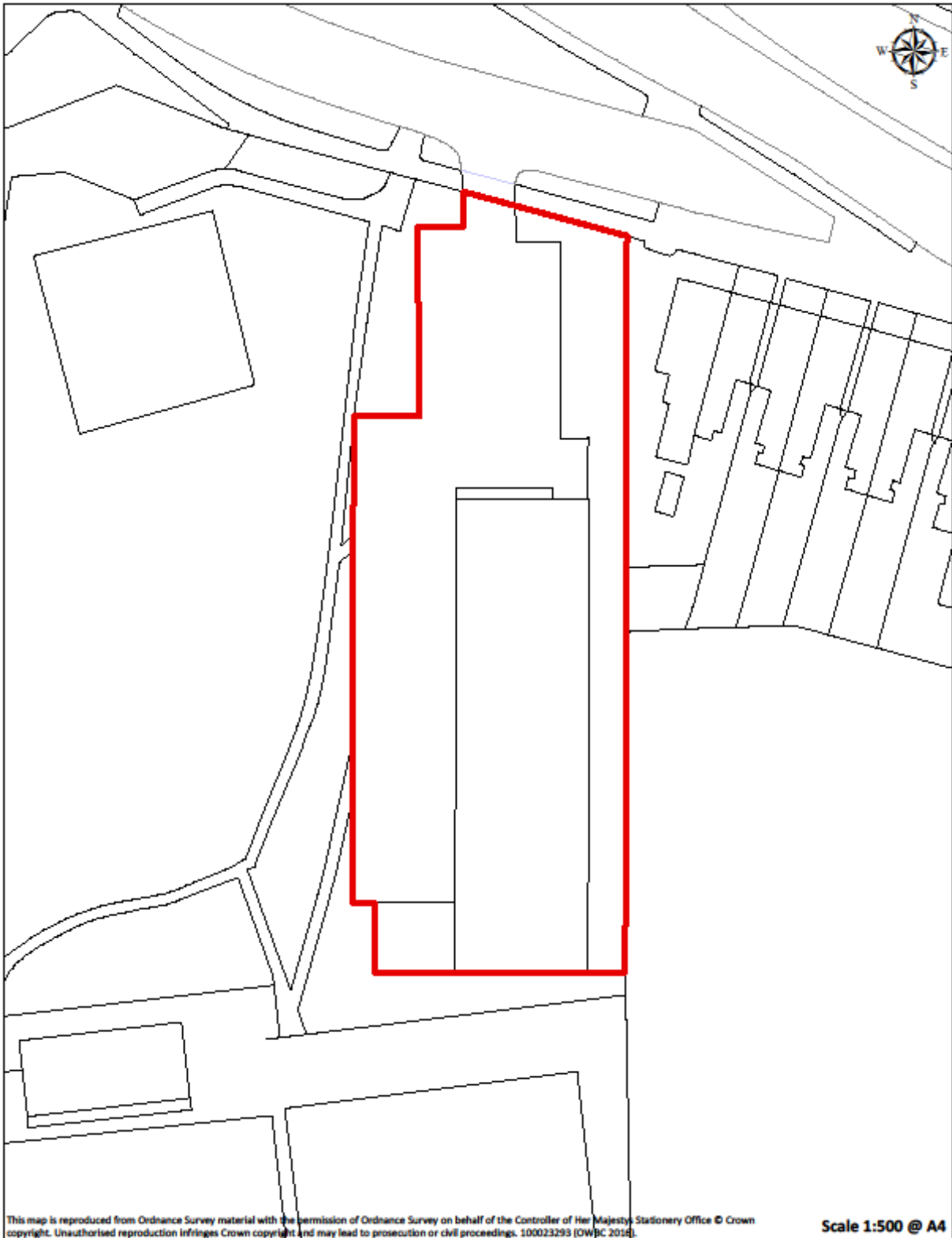
Email: adrian.thorpe@oadby-wigston.gov.uk

Tel: (0116) 257 2645

Implications	
Financial (CR)	As contained in the report.
Legal (AC)	<p>The disposal of a site would mean that the Council has a duty under Section 123 of the Local Government Act to achieve the best price reasonably obtainable. A sale to a single party without exposing the property to the market may be in contravention. However there are specific consents under Circular 06/03: Local Government Act 1972 general disposal consent (England) 2003 for disposal of land for less than the best consideration that can reasonably be obtained.</p> <p>The specified circumstances are:</p> <p>a) the local authority considers that the purpose for which the land is to be disposed is likely to contribute to the achievement of any one or more of the following objects in respect of the whole or any part of its area, or of all or any persons resident or present in its area;</p> <p>i) the promotion or improvement of economic well-being;</p> <p>ii) the promotion or improvement of social well-being;</p> <p>iii) the promotion or improvement of environmental well-being; and</p> <p>b) the difference between the unrestricted value of the land to be disposed of and the consideration for disposal does not exceed £2,000,000 (two million pounds).</p>
Risks (AT)	<p>Corporate Risk 1 Decreasing Financial Resources <i>The Council is seeking a new use for the Oadby Swimming Pool site which is financially viable.</i></p> <p>Corporate Risk 5 (Effective Utilisation of Land and Buildings) <i>The Council is seeking to put the site to efficient future use</i></p>
Equalities (AT)	<p>An Equalities Impact Assessment will be carried out once a proposal has been drawn up.</p> <p>Equality Assessment</p> <p><input type="checkbox"/> Initial Screening <input checked="" type="checkbox"/> Full Assessment <input type="checkbox"/> Not Applicable</p>

(Continued overleaf)

Appendix 1



Agenda Item 17



Policy, Finance and Development Committee	Tuesday, 31 January 2017	Matter for Decision
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Title: The Local Development Scheme 2017

Author: Adrian Thorpe (Planning, Development and Regeneration Manager)

1. Introduction

- 1.1 The Local Development Scheme is a statutory document that sets out the Council's proposal for the preparation of the Local Plan for the Borough of Oadby and Wigston.
- 1.2 The Local Development Scheme establishes a programme of work and identifies milestones that the Council will strive to meet. As well as timescales, the Local Development Scheme outlines the policies that make up the Development Plan for the Borough, whilst the new Local Plan is under preparation.
- 1.3 The sort of milestones that the Local Development Scheme outlines is key public consultation dates, dates at which draft documents will be produced and the dates that documents are expected to be adopted or agreed.

2. Recommendations

It is recommended that Members approve the Local Development Scheme for publication.

3. Information

- 3.1 On a periodic basis the Local Development Scheme is updated to reflect the ongoing preparation and development of the Council's Local Plan and other Local Development Documents, for example Development Plan Documents such as the new Local Plan and Supplementary Planning Documents such as the Developer Contributions Supplementary Planning Document.
- 3.2 The Local Development Scheme breaks down the preparation of the Local Plan and other Local Development Documents into specific stages and gives a timescale by which these stages will be completed as well as outlining the potential risks to meeting these timescales.
- 3.3 The various milestones set out for the new Local Plan within the 2017 Local Development Scheme have been amended from the 2016 version of the Local Development Scheme. The new Local Plan key milestones have been amended to:
 - Pre-submission Consultation - ~~March to April 2017~~ August to October 2017
 - Submission to SoS – ~~July 2017~~ December 2017 / January 2018
 - Examination – ~~October to November 2017~~ March 2018
 - Adoption – ~~February 2018~~ June 2018

- 3.4 The amendments allow for a 10 week public consultation (rather than the statutory 6 week minimum) for the Pre-submission draft of the Local Plan due to the fact that the consultation would potentially begin during the July to August holiday period.
- 3.5 The need to amend the Local Development Scheme is due to the HEDNA being significantly delayed from its original timetable that had its publication in autumn 2016. It is this (which has been out of the Council's control) combined with the further evidence base work required that has led to the scheme amendment.
- 3.6 The amendments also reflect that time is required to undertake the further work that is necessary in relation to joint working with other council's in the Leicester and Leicestershire Housing Market Area (HMA) - once the Housing and Economic Development Needs Assessment (HEDNA) is published - under the Duty to Cooperate. This joint work is required as the figures illustrated within the HEDNA are the starting point from which further evidence base work flows.
- 3.7 In order to minimise the impact that the delayed HEDNA has made, the Local Development Scheme is only proposing a 4 month (including 4 weeks additional consultation) delay in the proposed adoption date of the new Local Plan; February to June 2018.
- 3.8 As part of the Duty to Cooperate, the Council will (alongside all other local authorities within the HMA) need to consider a Joint Statement of Cooperation. The joint statement will be based on the outcomes of the HEDNA and identify the extent to which each local authority can meet the housing and economic development needs illustrated in the HEDNA. Any local authority that cannot meet its own needs will need to work with neighbouring local authorities to ensure its unmet need can be met elsewhere within the HMA. It is anticipated that a report on the Joint Statement of Cooperation will be on the agenda for the February meeting of Council for consideration.
- 3.9 It is worth noting that North West Leicestershire Council is currently holding an Examination in Public for its Local Plan, during which the HEDNA will be considered. Understanding the outcomes of this examination will be helpful in informing the Council's new Local Plan preparation.
- 3.10 More detailed information regarding preparation timescales and the key milestones for Local Development Documents is contained within the Local Development Scheme document.

4. Potential Risks to the Council

- 4.1 If the Council was minded not to delay the new Local Plan timetable, there is a significant risk that the Plan would be found unsound at Examination. Having sufficient time to produce robust evidence base to support the Plan and ensuring the Council has met the legal Duty to Cooperate is paramount.
- 4.2 If the Plan was to be found unsound, the Council would not be able to deliver future development in a planned and sustainable manner.

4.3 There is a potential risk to Council if the Local Plan timetable be delayed, as a result of the Government's suggested performance management of local authorities in terms of the speed of their plan making and any sanctions that may be imposed. This however, is seen as a lesser risk to the Council than the potential of the Local Plan being found unsound, particularly given the relatively short delay to the work programme, the good progress that the Council has made to date and the fact that the delay is as a result of matters which lie beyond the direct control of the Council.

5. Next Steps

5.1 As soon as the HEDNA is published the Council will circulate a summary document to inform all Members of its key findings and what they mean in the context of the Borough.

5.2 Once the HEDNA is published, the Council will also need to establish the extent to which it can meet its housing and economic development needs. If an unmet need is identified, discussions will need to take place with all other local authorities within the HMA to ensure that the unmet needs can be met elsewhere. This will be a key consideration in the preparation of the Joint Statement of Cooperation. It is anticipated that a report on the Joint Statement of Cooperation will be on the agenda for the February meeting of Council for consideration.

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Implications	
Financial (CR)	The Local Development Scheme itself will not require any financial contribution from the Council, however the preparation of the Local Plan and other Local Development Documents will. This is taken into account during the budget planning process.
Legal (AC)	No direct implications.
Risk (AT)	<i>Corporate Risk 1 Decreasing Financial Risk and Corporate Risk 4 Reputation Damage:</i> There are potential risks that could affect the preparation timescales as set out in the Local Development Scheme. These potential risks are outlined within the Local Development Scheme document itself in section 10. Potential Risk to the Council in terms of the preparation of the Local Plan are set out in section 4 of this report.
Equalities (AT)	The Local Development Scheme sets out when the public and key stakeholders can participate in the document preparation process, particularly through public consultation. External participation throughout the process is integral to shaping the future of the Borough. An Equalities Impact Assessment is not required for the Local Development Scheme but is required for the Local Plan itself.
	No significant implications.
	<input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable

Local Development Scheme

2017

**Evidence base under pinning the Local Plan for the Borough of
Oadby and Wigston**



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Useful Contacts

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1 Introduction

- 1.1** This Local Development Scheme sets out the Council's proposal for the preparation of the Local Plan for the Borough of Oadby and Wigston.
- 1.2** The adopted Local Plan currently consists of the Core Strategy, the Town Centres Area Action Plan and the Saved Local Plan and provides the planning policy framework for the entire Borough up to 2026. A new Local Plan is being prepared and will eventually replace the existing Saved Local Plan, Core Strategy and Town Centres Area Action Plan.
- 1.3** The Local Development Scheme establishes a programme of work and identifies milestones that the Council will strive to meet. As well as these timescales the Local Development Scheme outlines the policies that make up the Development Plan for the Borough whilst the Local Plan is under preparation.
- 1.4** The Council is committed to working with its partners, stakeholders and all members of the local community in the preparation of new planning policy. Together, the Local Development Scheme and the adopted Statement of Community Involvement set out how and when the aforementioned can participate in the process. External participation throughout the process is integral to shaping the future of the Borough.

2 Glossary of Relevant Documents

Local Plan (LP)

Is the collection of documents setting out the overall planning strategy, policies and proposals for the Borough of Oadby and Wigston.

Local Development Scheme (LDS)

Is the document that sets out the programme for the preparation of the Borough Council's Local Plan.

Local Development Documents (LDD)

Are the documents that set out the Development Plan policies and supporting guidance that shape the Borough. The two types of Local Development Documents are Development Plan Documents and Supplementary Planning Documents.

Development Plan Documents (DPD)

Are the Local Development Documents that 'carry' Development Plan status. These documents contain the policies for which any planning application for new development will be considered.

Supplementary Planning Documents (SPD)

Are the Local Development Documents that do not carry Development Plan status. They contain guidance which is used as a 'material consideration' when determining a planning application.

Area Action Plans (AAP)

Establish site specific plans for key areas of opportunity, change/development or conservation.

Statement of Community Involvement (SCI)

Outlines how the Borough Council engages the community in the preparation of Local Development Documents and in considering a planning application.

Annual Monitoring Report (AMR)

Is a report that measures the 'success' of planning policies and assesses plan making performance against the milestones set out in the Local Development Scheme.

Sustainability Appraisal (SA) and Strategic Environmental Assessment (SEA)

Are processes to ensure that environmental issues are taken into account during the preparation of Local Development Documents, as well as the extent to which they achieve environmental, economic and social objectives.

3 The Development Plan

- 3.1** The Development Plan for Oadby and Wigston currently consists of the Borough Council's Local Plan, the Borough Council's Saved Local Plan, the National Planning Policy Framework and the National Planning Practice Guidance (as illustrated below).

The adopted Local Plan

- 3.2** The Saved Oadby and Wigston Local Plan was initially adopted on 29th October 1999, and policies were 'saved' on 28th September 2007. It was subsequently updated on 28th September 2010 upon the adoption of the Core Strategy and on the 20th September 2013 upon adoption of the Town Centres Area Action Plan. The Borough Council has also adopted Supplementary Planning Documents (SPD), Supplementary Planning Guidance (SPG) and Borough Council Policy Statements that amplify various policies of the Plan as set out below.
- 3.3** The Core Strategy and the Town Centres Area Action Plan are the first and second Development Plan Documents to be adopted within the Borough Council's Local Plan, and set out the vision, spatial objectives and planning strategy for the Borough up to 2026. Many of the Saved Local Plan policies were superseded upon adoption of the Core Strategy and Town Centres Area Action Plan, with Supplementary Planning Guidance notes and Supplementary Planning Documents now being relevant to those. The table below sets out the supplementary documents relevant to policies contained within the current Local Plan.

Relevant Supplementary Planning Guidance / Documents	Date of Adoption	Local Plan Policy	Core Strategy Policy	Town Centres AAP Policy
Landscape & Design Considerations (SPG)	04-04-2002	Landscape Policy 1	-	-
Advertisements (SPG)	04-04-2002	Landscape Policy 8	-	-
Residential Development (SPD)	01-11-2005	Housing Policy 17	-	-
Conservation Area (SPD)	01-08-2008	-	Policy 15	-
Boundary Treatments (SPG)	04-04-2002	Landscape Policy 1	Policy 15	-
Industry and Employment (SPG)	04-04-2002	Employment Policy 10	-	-
		Landscape Policy 1	-	-
Premises used for sale of hot food (SPG)	04-04-2002	Shopping Policy 9	-	Policy 10
Shop Fronts/Security Screens/Shutters (SPG)	04-04-2002	Shopping Policy 16/17	-	Policy 8
		Landscape Policy 2	-	
Renewable Energy/Energy Efficiency (SPG)	26-02-2004	-	Policy 8	
Public Realm Strategy (SPD)	04-09-2012	-	Policy 2	Policy 12 Policy 14 Policy 18
		-	Policy 14	
Employment Sites (SPD)	27-09-2011	Employment Policy 1/4/6/9/10/11	Policy 1	-
Developer Contributions (SPD)	13-12-2011	-	Policy 17	Any policy promoting built development.

Saving Policies

- 3.4** The Planning and Compulsory Purchase Act 2004 made provision for previously adopted plans to retain Development Plan status until 28th September 2007 (three years from commencement of the Act).
- 3.5** The Planning and Compulsory Purchase Act 2004 also made provision for policies to be saved for longer than three years provided that they had regard to the Local Plan, the Sustainable Community Strategy, the Core Strategy Development Plan Document, the Town Centres Area Action Plan and have the approval of the Secretary of State.
- 3.6** The adoption of the Council's Core Strategy and Town Centres Area Action Plan has meant many of the Saved Local Plan policies have been superseded; however policies not superseded have been saved, and will remain so until a Development Plan Document, for example the new Local Plan has policies that supersede them.

- 3.7** Supplementary Planning Guidance and Supplementary Planning Documents will remain in 'force' for as long as the policies to which the guidance/documents relate, are saved or superseded.
- 3.8** Policies in a Development Plan Document that supersede Saved Local Plan policies, once adopted, form part of the Development Plan. Once 'saved' policies have been superseded they are/will be withdrawn.

National Planning Policy Framework

- 3.9** Since the publication of the National Planning Policy Framework (NPPF), all local planning policy has been reviewed to ensure its conformity with the new national framework. The NPPF states that *'the policies contained in the Local Plan should not be considered out of date simply because they were adopted prior to the publication of this framework'*.
- 3.10** During March 2014 the government published the National Planning Practice Guidance (subsequent amendments have been made since) which gives further guidance on specific aspects of the planning system, for example the Duty to Cooperate and housing and economic land availability assessments.
- 3.11** In response to the publication of the National Planning Policy Framework the Council undertook an assessment of conformity of the Borough's Core Strategy which assessed its level of conformity with the National Planning Policy Framework. Outcomes of this assessment can be viewed within the 'Local Planning Documents: Conformity with the National Planning Policy Framework' document which can be found on the Council's website.

4 Links to other Strategies and Plans

- 4.1** The Local Plan is a key component in the delivery of the Council’s objectives, setting out its spatial aspects and providing a long term spatial vision for the Borough.
- 4.2** Leicestershire County Council is responsible for preparing Minerals and Waste Plans. When relevant, the programme for the review of these is set out in a separate Local Development Scheme, prepared by Leicestershire County Council. In preparing the Local Plan, account will also be taken of a number of other Borough Council and external strategies that have spatial implications. The diagram below identifies examples of these documents and shows how they relate to the Local Plan.



5 The Borough's Local Plan

- 5.1** This Local Development Scheme outlines the Borough Council's priorities for bringing forward Local Development Documents.
- 5.2** The Local Development Scheme is driven by the Borough Council's priorities for updating planning policy. The adopted Core Strategy Development Plan Document establishes a strategy for integrating new development into the Borough in a sustainable manner. Another key Development Plan Document contained within the Local Plan is the Town Centres Area Action Plan for the centres of Oadby and Wigston. The action plan establishes a spatial framework for development, including identification of sites, providing a context for the new Local Plan. The Council has begun preparation of the new Local Plan that will identify constraints and sites for major new development within the Borough as well as reviewing and updating other policy where relevant.
- 5.3** Whilst it is intended that effort will be focused on Development Plan Documents, the Borough Council will continue to bring forward Supplementary Planning Documents where it is programmed in the Local Development Scheme and other relevant planning documentation.
- 5.4** The programme includes the preparation of a wide range of background studies which will be prepared and used to inform various Local Development Documents (including where relevant a Sustainability Appraisal). The Sustainability Appraisal will be integral to the process and aims to ensure that Local Development Documents are consistent with a wide range of sustainability measures and indicators.
- 5.5** The documents that will be produced in the forthcoming programme are summarised below. The table illustrates the dates when each aspect of the new Local Plan is proposed to be undertaken. More detailed information in relation to each of the Local Development Documents can be found in the Appendices to this document.
- 5.6** When a Local Development Document is adopted it becomes part of the Local Plan. Due to the fluid nature of planning the Local Plan is an ongoing process and new Local Development Documents will be prepared on a regular basis as and when required.
- 5.7** The following table illustrates the Local Development Documents that are within the forthcoming work programme.

Note: Documents that form part of the Local Plan will be summarised below, even if already adopted.

Document	Development Plan Status	Brief Description	Regulation 18 Date	Date for Publication of Draft	Regulation 19/20 Date	Proposed Date for Adoption
Local Development Scheme	N/A	Sets out the documents that make up the Local Plan and their timetable for preparation	N/A	N/A	N/A	January 2017
Core Strategy	DPD	Sets out the vision, objectives and spatial strategy for development within the Borough	November 2008 to January 2009	N/A	October 2009 to November 2009	Adopted September 2010
Oadby and Wigston Town Centre Masterplan Area Action Plan (exc. S Wigston)	DPD	Establishes a spatial framework for the development in the town centres, including identification of sites	November 2007 to December 2007 and November 2008 to January 2009	N/A	October 2011	Adopted September 2013
New Local Plan	DPD	Identifies new sites, including for housing and employment uses	October 2015 to November 2015 and November 2016 to December 2016	N/A	August 2017 to October 2017	June 2018
Policies Map	DPD	Illustrates on an Ordnance Survey base the main proposals, designations and locations of development.	The Policies Map will be updated upon the adoption of each Local Development Document, where a particular Local Development Document requires information to be illustrated spatially			
Statement of Community Involvement	N/A	Is a statutory document that identifies the process of community involvement and engagement.	N/A	June 2014	N/A	Adopted September 2014
Residential Areas	SPD	Sets out the detailed development control guidelines for new residential development	N/A	August 2005 to September 2005	N/A	Adopted November 2005
Public Realm Strategy	SPD	The document supplements planning policies contained within the Saved Local Plan, the Core Strategy and the Town Centres Masterplan Area Action Plan	N/A	March 2012 to April 2012	N/A	Adopted September 2012
Conservation Areas	SPD	Seeks to ensure Conservation Areas continue to thrive without prejudicing their character and appearance	N/A	January 2008 to February 2008	N/A	Adopted October 2008
Developer Contributions	SPD	Amplifies Development Plan Document policies in relation to developer contributions	N/A	August 2017 to October 2017	N/A	November 2017

6 Stakeholder and Community Involvement

6.1 Initial background work began on the Local Plan in January 2003 with two major community and stakeholder consultation events. All the work undertaken prior to September 2004 forms part of the evidence gathering process and will be used to inform the preparation of Local Development Documents.

Visioning Seminar – Friday 24th January 2003

6.2 The Visioning Seminar was the first step in gathering information for the development of the Borough Council's Local Plan. The aim of the seminar was to begin the process with no predetermined ideas or agendas. Through this consultation process a number of key ideas were generated which now form the basis of a spatial vision for the development of the Borough.

6.3 The seminar was designed to identify the aims and aspirations of local people, and all sectors of the community, including employers, community groups, developers, service providers, and retailers were in attendance. The seminar also involved Officers from the various departments of the Borough Council, to ensure that the Local Plan would link in with other, existing or emerging, specific strategies and programmes.

6.4 The seminar consisted of a series of presentations from representatives of each of the sectors represented at the seminar. The speakers outlined the current aims of their sector, how they might change in the future, and what implications these changes might have on how land is used in the Borough. Furthermore delegates were given the opportunity to participate in three workshops which allowed their contribution towards creating a vision for the Borough's town centres, existing urban environments and the location of potential new development.

Envision: Planning Our Future – 11th August to 31st October 2003

6.5 The Envision: 'Planning Our Future' public consultation aimed to take the information gathering process to the wider local community. Many of the issues raised at the Visioning Seminar were taken forward in nine different 'Issues Papers' covering the following topics:

- Planning for Sustainable Development
- Countryside and Natural Environment
- Residential Areas
- Employment and the Local Economy
- Natural Resources
- Landscape and Design
- Open Space, Community and Leisure
- Town Centres
- Traffic and Public Transport

6.6 Local people were invited to comment on a number of different questions that were contained in the issues papers. The responses have resulted in the gathering of a large amount of information around the various topics. In summary, the top six priorities identified by respondents to be addressed through the Local Plan are, (in order of priority);

- Mixed use development and the provision of a range and mix of services and facilities
- An efficient transport infrastructure and high quality public transport services
- Sustainable development
- A vibrant local economy and opportunities for economic growth
- Good design
- The efficient use of land

6.7 A number of different consultation techniques were employed to ensure the entire local community had the opportunity to express their thoughts. In addition to the issues papers these included; leaflets; posters; press releases; display boards; exhibitions; road shows; and, officer attendance at a range of local meetings with groups and organisations.

Statement of Community Involvement (SCI)

6.8 Further community and stakeholder events have been held and continue to be planned as the Local Plan progresses. The Statement of Community Involvement sets out the Borough Council's approach to community consultation and identifies when and how stakeholders and the local community can become involved in the production of all Local Development Documents and local planning applications.

Public Consultation on Development Plan Documents – 2003 onwards

6.9 Core Strategy

<i>Issues and Options Stage Consultation</i>	<i>July 2005 to August 2005</i>
<i>Preferred options Stage Consultation</i>	<i>April 2006 to June 2006</i>
<i>Supplemental Issues and Options Consultation</i>	<i>June 2007 to August 2007</i>
<i>Regulation 25 Consultation Stage</i>	<i>November 2008 to January 2009</i>
<i>Regulation 27 Consultation Stage</i>	<i>October 2009 to November 2009</i>

6.10 Town Centre Area Action Plans

<i>Issues and Options Stage Consultation</i>	<i>May 2007 to June 2007</i>
<i>Preferred Options Stage Consultation</i>	<i>November 2007 to December 2007</i>
<i>Regulation 25 Consultation Stage</i>	<i>November 2008 to January 2009</i>
<i>Regulation 27 Consultation Stage</i>	<i>October 2011 to December 2011</i>

6.11 New Local Plan

<i>Call for Sites Consultation</i>	<i>May 2013 to June 2013</i>
<i>Regulation 18 Consultation – Key Challenges</i>	<i>October 2015 to November 2015</i>
<i>Regulation 18 Consultation – Preferred Options</i>	<i>November 2016 to December 2016</i>

6.12 Throughout each consultation stage the Borough Council invites public participation via differing methods, including; officer attended road shows; officer attended forums; stakeholder meetings; unattended exhibitions in various locations around the Borough; and, articles in the Council produced newspaper/leaflet that is distributed to every household within the Borough.

7 Key Evidence Base Studies

Oadby and Wigston Green Wedge Management Strategy and the Oadby, Stoughton and Thurnby Green Wedge Management (2003 and 2005 respectively)

- 7.1** The Borough Council appointed Munro and Whitten to prepare a Green Wedge Management Strategy for the Oadby and Wigston Green Wedge and EMEC and Faulks Perry Culley and Rech to prepare a Green Wedge Management Strategy for the Oadby, Thurnby and Stoughton Green Wedge. These strategies assist in formulating an overall strategy to guide the future of planning and management of the Borough's Green Wedges.

Conservation Area Appraisals (2004 and 2008) (review currently underway to evidence new Local Plan due to be complete summer 2017)

- 7.2** The Borough Council appointed QuBE Planning to prepare Conservation Areas Appraisals and Development Control Guidance for all the Borough Conservation Areas. The appraisals provide the basis for reviewing boundaries and providing justification for their inclusion in the Local Plan.

Housing Needs Assessment (2005)

- 7.3** The Borough Council appointed David Couttie Associates to prepare a Housing Needs Assessment. The assessment provides the basis for affordable housing policies and for determining the type and tenure of new dwellings that need to be provided through the Local Plan.

Phase 1 Habitat Survey and Biodiversity Audit (2005) (extended report due to be complete February 2017)

- 7.4** The Borough Council appointed ESL Limited to prepare a Phase 1 Habitat Survey and Biodiversity Audit. This document provides essential baseline data, which will feed into the Sustainability Appraisal process and will allow the preparation of spatial planning policies that will improve habitats throughout the Borough.

PACEC Leicester and Leicestershire HMA Employment Land Study (2008) (and 2013 refresh)

- 7.5** In March 2008 PACEC, Warwick Business Management Ltd and Mather Jamie were appointed by the Leicester Shire Economic Partnership to undertake an employment land study for the Leicester and Leicestershire Housing Market Area. The study assesses; joint employment land planning and delivery up to 2026; employment land policies and allocations of local authorities; and, investment priorities and targets for Local Area Agreements and Multi Area Agreements.

Faith Community Profile and Places of Worship Needs Assessment (2008)

- 7.6** In July 2008, the Borough Council appointed CAG Consultants in association with Land Use Consultants and Diverse Ethics to undertake and prepare a Faith Community Profile and Places of Worship Needs Assessment. The study is an evidence base that will provide a

comprehensive faith communities profile. Such a profile includes a needs assessment in relation to places of worship and associated facilities and will inform planning policy formulation, particularly in regards to the Town Centres Area Action Plan.

Strategic Housing Land Availability Assessment (annual update)

- 7.7** The Strategic Housing Land Availability Assessment (SHLAA) is a requirement of the National Planning Policy Framework and forms a key part of the evidence base for the Core Strategy. The assessment informs the Borough Council of appropriate and viable land targets that could come forward if additional sites are needed in order to fulfil strategy targets. The Strategic Housing Land Availability Assessment report is a technical paper that provides background evidence only and is not an allocations document. Future SHLAA's will also take account of guidance set out in the National Planning Practice Guidance.

Affordable Housing Viability Assessment (2016)

- 7.8** The Affordable Housing Viability Assessment (AVHA) is a requirement of the National Planning Policy Framework and forms a key part of the evidence base for the Core Strategy. The assessment informs the Borough Council on the most viable affordable housing thresholds and percentages within new residential developments.

Open Space, Sport and Recreation Facilities Study (initial 2009 and updated annually)

- 7.9** Having a study of Open Space, Sport and Recreation Facilities is a requirement of the National Planning Policy Framework and forms a key part of the evidence base for the Local Plan. The assessment will inform the Borough Council on the open space, sport and recreation needs of the Borough and will allow the Council to employ mitigation measures on ensuring the provision of open space.

Employment Sites and Brownfield Land Study (2010)

- 7.10** The above study provides a detailed assessment of the Borough's employment sites using a site assessment matrix. Sites that have been assessed have been categorised in relation to their capacity for change.

Town Centres Delivery Strategy Updates (2012)

- 7.11** In June 2012, BE Group produced Delivery Strategies for the Oadby and Wigston Town Centre Masterplans. The report advised on the viability and deliverability of the six AAP projects based on the approved masterplan designs issued at that time.

Joint Leicester City, Leicestershire, Gypsy, Traveller Showpeople Accommodation Assessment (2017)

- 7.12** The Leicestershire and Leicester local authorities commissioned Opinion Research Services (ORS) to undertake a Gypsy and Traveller accommodation needs in the area.

Joint Strategic Flood Risk Assessment (2014)

- 7.13** The Joint Strategic Flood Risk Assessment 2014 is an update document to the Strategic Flood Risk Assessment 2007. The Strategic Flood Risk Assessment is a planning tool that will aid decision making and will inform decisions on the location of future development. The SFRA will also inform the preparation of sustainable policies in the new Local Plan.

Retail Capacity Study (2016)

- 7.14** In 2016 the Council commissioned Nathaniel Lichfield Partners to produce an up to date retail capacity study that assessed all of the Borough's town, district and local centres.

Housing and Economic Development Needs Assessment (HEDNA) (2017)

- 7.15** All local authorities within the Leicester and Leicestershire Housing Market Area have been involved in the production of the HEDNA. All authorities jointly commissioned GL Hearn and JGC to undertake the assessment.

- 7.16** As well as the completed evidence base mentioned above there are evidence base documents that the Council is currently in the process of producing or has produced.

- Locally Listed Buildings review (ongoing)
- Green Wedge review (ongoing)
- Climate Change study (complete)
- Local Transport Study work (ongoing)
- Landscape Character Assessment (ongoing)

- 7.17** Throughout the production of the Local Plan Review there will be a need for the Council to undertake additional evidence base studies.

8 Sustainability Appraisal

- 8.1 A sustainability Appraisal ensures that the process of preparing the Local Plan takes into account environmental issues in their widest sense and that the Local Development Documents will achieve the Borough's environmental, economic and social objectives. The Sustainability Appraisal process is integral to the production of certain Local Development Documents.
- 8.2 During the preparation of the Local Plan the following Sustainability Appraisal stages have taken place.
- a scoping report was prepared in June 2005
 - a sustainability appraisal was prepared to inform the Core Strategy
 - a sustainability appraisal was prepared to inform the Town Centres Area Action Plan
 - a scoping report was produced in 2016 to inform the new Local Plan process
 - a sustainability appraisal was prepared for the Local Plan reasonable alternatives and policy options during 2016
 - a sustainability appraisal was prepared for the Local Plan preferred options document in 2016

9 Planning Policy Resources

Employed Staff

9.1 Completion of the programme outlined in this Local Development Scheme represents a realistic challenge to the Borough Council. Although the Borough is small in size, the Local Plan needs to embrace just as many issues as any other, larger local planning authority. The following resources will be made available to allow the completion of the new Local Plan.

Post	Percentage of Time
Planning Policy Team Leader	80%
Planning Policy Technical Officer	30%
Planning Policy Officer (x2)	80%
Economic Regeneration Officers	20%
Town Centre Manager	10%

9.2 In addition to the above, limited staff resources will be made available in the Planning Control team, the technical and the administration Team as well as ICT services. Consultants may be appointed for specific projects if there is a need for expertise beyond that of the Planning Policy and Regeneration team.

Councillors

9.3 The Borough Council has put in place a procedure for Councillor Involvement within the Local Plan process. A cross party Place Shaping Working Group was established in December 2002 and now involves elected members. The group, which meets throughout the calendar year has become familiar with the Local Plan process and has the following terms of reference.

- To provide input in relation to issues where guidance from Councillors is required.
- To provide advice on issues where guidance is needed quickly in order to meet the milestones set out in the Local Development Scheme.
- To agree the various methods for undertaking public consultation and to represent the Borough Council in relation to Local Plan issues, including chairing meetings and providing statements to the press through press releases and interviews.

9.4 Key decisions in relation to the Local Plan are made by Full Council or Policy, Finance and Development Committee where milestones necessitate, ensuring that all Councillors are involved in the major stages of the Local Plans production. This will usually entail approving a document before it is published for public consultation, submitted to the Secretary of State or formal Adoption. These instances are indicated on the Overall Programme.

Members or the public may attend Full Council, or Policy Finance and Development Committee meetings to observe the decisions being made.

10 Risk Management

10.1 A number of factors could arise which affect the ability of the Borough Council to deliver the Local Plan in accordance with the Local Development Scheme. These factors are identified below, along with the necessary actions to reduce the impact of the risk.

Risk	Likelihood/Impact	Action
Loss of financial resources and staff due to Government funding cuts, as well as the Council restructuring process.	Medium/High Government funding cuts have forced the Council to review its staffing structure.	Continue to work as efficiently and effectively as possible, always looking for potential savings and 'value for money' opportunities.
Inability to meet the challenging programme in the Local Development Scheme for the preparation of the Local Plan.	Low Despite undertaking an ever diverse workload the Planning Policy team are confident that, although challenging, the current timetabled plan is achievable.	Continue to work as an efficient and effective unit, even in the current difficult economic climate. Continue to develop expertise 'in house' so there is less of a need for external outsourcing.
Lack of public interest in the Local Plan process.	High/Medium Local people may not wish to engage in the process.	The Borough Council's Statement of Community Involvement contains a number of initiatives to engage local people. The Planning Policy team will continue to undertake extensive public consultation where needed.
Lack of capacity of the Planning Inspectorate (PINS) and other agencies to meet the demands of the Local Development Scheme	Medium/High The Planning Policy team will continue to submit Development Plan Documents for Examination over the coming years.	The Planning Inspectorate and other relevant agencies will be contacted at an early stage to ensure a transparent and achievable Local Development Scheme process.
Impact of other work upon the Planning Policy team	High/High The Planning Policy team is involved in a wide range of other spatial policy and strategic work on a regular basis.	The importance of the Local Plan is widely recognised within the Borough Council and is timetabled accordingly into the Planning Policy team's workload.
Failure to meet tests of soundness in preparing Development Plan Documents	Low The Inspector may find that the process of preparing a Development Plan Document is not sound thus delaying the process.	The Borough Council will follow all procedures set out in government policy and guidance. Close liaison will be maintained with the Planning Inspectorate throughout the process.
Delays stemming from the requirement to comply with the Duty to Cooperate	Medium/High The Duty to Cooperate involves all Councils within the Leicester and Leicestershire HMA. Delays could occur due to the number of authorities involved and each ones differing decision making processes.	The Council will continue to work closely and collaboratively with all authorities within the Leicester and Leicestershire HMA to ensure any potential delays are minimised. A Strategic Planning Group has been established to facilitate joint working in the HMA alongside a joint Member Advisory Group.

11 Monitoring and Review

- 11.1** A number of planning monitoring reports, for example the Residential Land Availability Assessment and the Strategic Housing Land Availability Assessment, are produced on an annual basis by the Council to feed into the Annual Monitoring Report. This all encompassing report (AMR) is produced each year and published on the Council's website. The report assesses progress towards the implementation of the Local Development Scheme, and the extent to which the policies in Local Development Documents (when adopted) are being achieved. If necessary, the Local Development Scheme will be revised in light of these monitoring reports.
- 11.2** The Local Plan is supported by output indicators at a Local level with progress towards meeting these targets reported within the Annual Monitoring Report.

12 Project Management

The Local Plan process will be project managed by the Planning Policy Team Leader. For further information on the Local Development Scheme or the Local Plan, please contact:

Planning Policy Team Leader

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planningpolicy@oadby-wigston.gov.uk

Availability of the Local Plan

All documents that make up the Local Plan will be published and made available to view free of charge at Council Offices. The documents are also available on the website at <https://www.oadby-wigston.gov.uk/pages/planning> (policy document preparation link).

Alternatively they are available by telephoning 0116 288 8961

or by writing to us at:

Planning Policy team,
Planning Department,
Oadby and Wigston Borough Council,
Council Offices,
Station Road,
Wigston,
Leicestershire,
LE18 2DR.

Please note that a charge is made for some documents to cover the cost of printing.

It is also worth noting that 'live' updates in relation to the Local Development Scheme process and document preparation will be published on the Council's website.

Appendices

Profile of the Local Development Documents

New Local Plan

Role and Subject	Identifies new sites for housing, employment, community and other uses in the Borough, including provision for gypsies and travellers, as well as reviewing and updating other policy where relevant.
Geographical Coverage	Entire Borough
Status	Development Plan Document
Chain of Conformity	In conformity with Planning Policy Statements and the Core Strategy. Consultation and participation to conform with the Statement of Community Involvement.

Timetable

Commencement SEA/SA Scoping Report	May 2014
Call for Sites	March 2015
Regulation 18 Consultation (issues and options)	October 2015 to November 2015
Consideration of Representations	December 2015 to August 2016
Regulation 18 Consultation (preferred options)	November 2016 to December 2016
Consideration of Representations	January 2017 to June 2017
Pre-submission consultation	August 2017 to October 2017
Submission to Secretary of State	December 2017 / January 2018
Pre-examination Meeting	February 2017
Examination	March 2018
Receipt of Inspectors binding report	May 2018
Adoption	June 2018

Arrangements for Production

Lead Section	Planning Policy team
Project Manager	Planning Policy Team Leader
Management Arrangements	Member Working Group to provide detailed input at key stages and adoption agreed by Council committee.
Internal Resources	All relevant Council sections
External Resources	Leicestershire County Council, the Local Strategic Partnership and neighbouring district councils
Community Involvement	Set out in the Council's Statement of Community Involvement
Monitoring and Review	Approach set out in section 11 of this document

Policies Map

Role and Subject	Illustrates the main proposals, designations and locations of development within the Borough. Identifies areas where specific policies and Area Action Plans apply.
Geographical Coverage	Entire Borough
Status	Adopted policies map
Chain of Conformity	In conformity with Planning Policy Statements and the Core Strategy. Consultation and participation to conform with the Statement of Community Involvement.

Timetable

The Proposals Map will be updated upon the adoption of each Local Development Document, where the particular Local Development Document requires information to be illustrated spatially.

Arrangements for Production

Lead Section	Planning Policy team
Project Manager	Planning Policy Team Leader
Management Arrangements	Member Working Group to provide detailed input at key stages and adoption agreed by Council committee.
Internal Resources	Planning Policy team and Planning Control team
External Resources	Leicestershire County Council, the Local Strategic Partnership and neighbouring district councils.
Community Involvement	Set out in the Council's Statement of Community Involvement
Monitoring and Review	Approach set out in section 11 of this document

Developer Contributions

Role and Subject	Amplifies Development Plan Document policies in relation to developer contributions
Geographical Coverage	Entire Borough
Status	Supplementary Planning Document
Chain of Conformity	In conformity with Planning Policy Statements and the Core Strategy. Consultation and participation to conform with the Statement of Community Involvement.

Timetable

Completion of pre-production/survey work	July 2017
Publication of draft for Consultation	August 2017
Consideration of representations	October 2017 to November 2017
Adoption	November 2017

Arrangements for Production

Lead Section	Planning Policy team
Project Manager	Planning Policy Team Leader
Management Arrangements	Member Working Group to provide detailed input at key stages and adoption agreed by Council committee.
Internal Resources	Planning Policy team and Planning Control team
External Resources	Leicestershire County Council, the Local Strategic Partnership and neighbouring district councils.
Community Involvement	Set out in the Council's Statement of Community Involvement
Monitoring and Review	Approach set out in section 11 of this document

Agenda Item 18



Policy, Finance and Development Committee	Tuesday, 31 January 2017	Matter for Information
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Title: **Homes and Communities Agency (HCA)
Bid to the Large sites and Housing Zones Capacity Fund**

Author: **Anne Court (Director of Services)
Adrian Thorpe (Planning Policy and Regeneration Manager)**

1. Introduction

This report gives brief details of a funding opportunity to support delivery of housing sites. In light of the short timeframe for submission of bids members are provided with details of the bid that was submitted.

2. Recommendations

It is recommended that Members note that a bid for funding to support delivery of housing sites in the borough was submitted by the 9 December 2016 deadline.

3. Information

- 3.1. The fund is up to **£18m** of resource funding available in **2016/17** to develop/build capacity in local authorities and to extend the capacity within the Homes and Communities Agency (HCA) (through external resources) to support the delivery of large and complex sites (a large site is defined as delivering more than 1,500 units).
- 3.2. It is aimed at existing government initiatives/programmes in priority order:
 1. Housing Zones and Large Sites, where capacity funding will unlock housing before 2021;
 2. Housing Zones and Large Sites, where capacity funding will unlock housing before 2026;
 3. Sites, or collections of sites below 1,500 units, where capacity funding will unlock housing before 2021; or
 4. Sites or collections of sites, below 1,500 units where capacity funding will unlock housing before 2026.
- 3.3. The fund is for delivery of improvements to public and social infrastructure by creating capacity to design, manage and implement these improvements through:
 - funding to create additional capacity in local authorities to manage applications for large developments
 - access to expert planning and technical support and advice to help schemes progress from conception through to planning consent
 - supporting the development of housing zone bids submitted to DCLG for approval;
 - through Planning Performance Agreements, resources will be made available to

local planning authorities to assist them with reviewing and determining large scale public sector sites that are capable of delivering new homes

- brokerage support is also available from central government to help resolve barriers that are preventing schemes from moving forward

3.4. Support can be grant funding or HCA managed consultancy support. They wish a level of matched support/contribution (either funding or staff). Funding was available via a short bidding process **by Friday 9 December 2016**. In light of the short timescale, Senior Management Team approved officers submitting a bid relating to two potential proposals as detailed in paragraph 3.5 below.

3.5. **Proposal**

On the basis that with the short time frame the bid round may not be oversubscribed and whilst the bid cannot meet the top criteria there are likely to be significant rewards if successful. The following potential proposals were identified and included in a bid:

The support was sought at two levels

1. HCA managed consultancy support to look at solutions to bringing forward town centre sites. Specifically:
 - potential to interlink sites to produce a more comprehensive and viable package for development for sites in Oadby at Sandhurst Street and East Street.
 - in terms of bringing forward development whilst ensuring no loss of public car parking provision in Oadby and Wigston town centres
2. Professional planning support to look at individual town centre sites, identify barriers and come up with solutions to bringing forward development. This would cover the three towns of Oadby (in addition to those sites in 1 above) Wigston and South Wigston.

The bid included an element of matched funding which would be provided as officer time from existing resources to support work undertaken through the HCA managed consultancy support. It is envisaged this would be at an equivalent ratio of 10% value of the support given by the HCA.

3.6. A decision on the bid is expected in January 2017.

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(Continued overleaf)

Implications	
Financial (CR)	None directly in submitting the bid however if successful then the Council would provide match funding in the form of staff resources to support and work with the HCA managed consultancy support. This would include management, clerical support and if and when required any accommodation. It is envisaged this would be at an equivalent ratio of 10% value of the support given by the HCA.
Legal (AC)	If successful the Council would be required to enter into a funding agreement with the HCA.
Risks (AT)	<p>Corporate Risk 5 (effective utilisation of land and buildings) and 9 (economy) The bid is not successful: <i>Attempt to meet highest possible 'priority from the list'</i></p> <p>Corporate Risk 5 (effective utilisation of land and buildings) and 9 (economy) The Council cannot meet the tight timescale although it is caveated as ' they expect every endeavour to be made to use the funding in 2016/17 as far as is possible': <i>If a grant is offered and the Council decides that it can't meet the timescales using 'every endeavour' we could not take up the grant.</i></p> <p>Corporate Risk 5 (effective utilisation of land and buildings) It may deflect from our key priorities by spreading staff resources to thinly: <i>Flexible use of staff resources to obtain maximum benefit from grant funding initiatives that support the Council's key priorities.</i></p>
Equalities (AT)	<p>An Equalities Assessment will be carried out if the bid is successful.</p> <p>Equality Assessment:-</p> <p><input type="checkbox"/> Initial Screening <input checked="" type="checkbox"/> Full Assessment <input type="checkbox"/> Not Applicable</p>



Policy, Finance and Development Committee	Tuesday, 31 January 2017	Matter for Information and Decision
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Title: **Blaby Road Park Car Park and Station Street Car Park,
South Wigston**

Author: **Margaret Smith (Facilities and Administration Manager)**

1. Introduction

At the meeting of Policy, Finance and Development Committee on 19th July 2016 it was resolved that monitoring of parking at Blaby Road Car Park continue over the following two months to ascertain the impact of students' use of the car park during college term time. This report updates Members on the outcome of monitoring and makes recommendations for the way forward at both Blaby Road Park Car Park and Station Street Car Park in South Wigston.

2. Recommendations

- 2.1 That signage is installed as soon as possible at Blaby Road Park Car Park and Station Street Car Park detailing the parking rules under the current Parking Order to allow enforcement action to take place if required.
- 2.2 That Officers continue to monitor parking at Blaby Road Park Car Park on an ad hoc basis.
- 2.3 That if the situation deteriorates a report is brought back to committee requesting the Schedule of the current Parking Order be amended to reduce parking time at Blaby Road Park Car Park from a maximum of 12 hours between 8.00am and 6.00pm Monday to Saturday to a maximum of 3 hours between 8.00am and 6.00pm Monday to Friday.

3. Information

- 3.1 There are a total of 8 parking bays (including 3 disabled) at Blaby Road Park Car Park and 28 parking bays (including 2 disabled) at Station Street Car Park.
- 3.2 A report submitted to Policy, Finance and Development Committee on 19th July 2016 explained that liaison had taken place with South Leicestershire College requesting assistance to prevent college students using Blaby Road Park Car Park and Station Street Car Park for long stays to the exclusion of others; in particular park users. The report recommended amending the Parking Order to reduce maximum parking time in these locations from 12 hours to 3 hours.
- 3.3 At the meeting Members did not accept the recommendation but requested that monitoring be carried out over the subsequent two months to ascertain the impact of the students' use of the car park on Blaby Road Park.
- 3.4 Monitoring began on 22nd July which was during the students' holiday period. The college re-opened after the summer break on 12th September and was closed 17th to 21st October for half term. The results below show usage during and after the college holidays.

During college holiday			After students return to college		
Date	Time	Cars	Date	Time	Cars
Fri 22 nd July	12 noon	3	Mon 12 th Sept	11.00am	3
Tues 26 th July	11.00am	3	Wed 14 th Sept	2.00pm	4
Thurs 28 th July	9.30am	0	Fri 16 th Sept	10.30am	6
Fri 29 th July	9.30am	0	Tues 20 th Sept	10.00am	5
Tues 2 nd Aug	4.00pm	0	Wed 21 st Sept	2.15pm	4
Wed 3 rd Aug	9.00am	4	Mon 26 th Sept	10.15am	4
Mon 8 th Aug	11.00am	4	Tues 27 th Sept	11.30am	5
Wed 10 th Aug	2.00pm	2	Fri 30 th Sept	12 noon	4
Fri 12 th Aug	10.00am	1	Tues 4 th Oct	9.30am	3
Tues 16 th Aug	3.00pm	3	Thurs 6 th Oct	9.45am	4
Fri 19 th Aug	9.00am	1	Mon 10 th Oct	12 noon	6
Wed 24 th Aug	2.30pm	3	Wed 12 th Oct	2.00pm	4
Tues 30 th Aug	12.30pm	3	Fri 14 th Oct	9.45am	3
Thurs 1 st Sept	2.45pm	2	Mon 24 th Oct	10.15am	5
Fri 2 nd Sept	10.30am	4	Tues 1 st Nov	11.00am	6
Tues 6 th Sept	12 noon	3	Thurs 3 rd Nov	12 noon	7
Thurs 8 th Sept	2.45pm	4	Tues 8 th Nov	1.30pm	5
Fri 9 th Sept	9.50am	2	Thurs 10 th Nov	2.30pm	4
			Thurs 17 th Nov	10.45am	6
			Mon 21 st Nov	9.15am	6
			Wed 23 rd Nov	11.45am	5
			Fri 25 th Nov	1.30pm	3
			Tues 29 th Nov	11.00am	8
			Fri 2 nd Dec	10.00am	6
			Tues 6 th Dec	2.00pm	5
			Fri 9 th Dec	9.45am	2
			Tues 13 th Dec	11.15am	4
			Fri 16 th Dec	12 noon	2

- 3.5 The above results do show an increase in use when the students are at college but the number of spaces taken has not reached the level it did prior to discussions with the college and it may be that these have, albeit belatedly, had an impact.
- 3.6 There have not been any complaints from park users about lack of parking since before the 19th July report.
- 3.7 In response to a Member query as to whether the Parking Order can be amended to apply during term time only the Facilities and Administration Manager has been advised that this is not recommended as there is no clear legal definition of 'Term Time' (as many schools and colleges can now dictate their own) which would make enforcement action difficult and appeals likely to succeed.
- 3.8 In the first instance, therefore, it is recommended that signage is installed as soon as possible at both Blaby Road Park Car Park and Station Street Car Park explaining the current parking regulations (ie maximum stay up to 12 hours Monday to Saturday between 8.00am and 6.00pm). This will allow enforcement to take place for abuse of disabled bays and for cars not parked in a marked bay. This can be done within existing budgets.
- 3.9 Monitoring will continue to take place at Blaby Road Park Car Park as and when staff are available to carry this out and, should the situation deteriorate, a further report will be brought back to Members recommending that the maximum parking time be reduced from:

- 12 hours between 8.00am and 6.00pm Monday to Saturday (current) to
- 3 hours between 8.00am and 6.00pm Monday to Friday

The Facilities and Administration Manager has been advised that under Section 35C of the Road Traffic Regulations Act 1984 this can be done by amending the Schedule of the Parking Order rather than the Order itself. This process does not require a consultation period in the same way as amending the full Order does and would cost around £800 to complete rather than around £2k to amend the full Order.

Background Documents:-

- Report to Policy Finance and Development Committee 19th July 2016: Revision of The Borough of Oadby and Wigston (Off-Street Parking Places) Order 2015
- Minutes of Policy, Finance and Development Committee 19th July 2016

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Implications	
Financial (CR)	No direct implications.
Legal (AC)	Section 35C of the Road Traffic Regulations Act 1984 confirms amending the Schedule of the Parking Order rather than the Order itself.
Risk (MS)	CR5 - Effective Utilisation of Council Assets.
Equalities (MS)	An Equality Assessment was carried out at the time the Parking Order was implemented. A further assessment is not required under the recommendations contained in this report but would be required should recommendation 2.3 be brought before Committee in the future.
	Equality Assessment:-
	<input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable

Agenda Item 20



Policy, Finance and Development Committee	Tuesday, 31 January 2017	Matter for Information and Decision
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Title: Re-Furbishment of Borough Entry Signs - Revised Costs

Author: Margaret Smith (Facilities and Administration Manager)

1. Introduction

1.1 At its meeting of 19th July 2016 Policy Finance and Development Committee agreed an allocation of £2,850 from Greening of the Borough Reserves be allocated to re-furbishment of Borough Entry Signs. This report requests the allocation be increased to £4,200 as detailed below.

2. Recommendations

2.2 That the previously agreed allocation of £2,850 for the re-furbishment of Borough entry signs be increased to £4,200.

3. Information

- 3.1 At the Greening of the Borough Working Group on 28th November 2016 Members agreed that acknowledgement of the Borough's 'in Bloom' status should be on a separate plate that sits below the existing Borough Entry Signs.
- 3.2 A quote has been received to manufacture the plates of £295 if all nine are done at the same time or £350 for three signs.
- 3.3 As the original quotation for re-furbishment of the entry signs themselves is over 6 months old a revised quotation has been received of £960 per sign if all 9 are completed at the same time or £1,050 per sign for three signs.
- 3.4 It is the intention of Greening of the Borough Working Group that three signs should be re-furbished in year one.
- 3.5 At the meeting of Policy Finance and Development Committee on 19th July 2016 Members agreed to allocate £2,850 from Greening of the Borough reserves to allow the first three signs to be refurbished.
- 3.6 As detailed above the cost of completing three signs will be £4,200 to include the separate plate acknowledging the 'in Bloom' status and therefore an additional £1,350 is requested.

Background Documents:-

Minutes of Policy Finance and Development Committee 19th July 2016.

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Implications	
Financial (CR)	Funding is available via the Greening The Borough Reserve,

Legal (AC)	No significant implications.
Risk (MS)	CR5 - Effective Utilisation of Assets / Buildings
Equalities (MS)	No significant implications
	Equality Assessment:-
	<input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable