



POLICY SCRUTINY GROUP

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To: Councillors Seaton (Chair), K. Harris (Vice-Chair), Brookes, Gerrard, Hamilton, Murphy, Paling, Parton, Shepherd and Smith (For attention)

All other members of the Council
(For information)

You are requested to attend the meeting of the Policy Scrutiny Group to be held in Committee Room 1 - Council Offices on Tuesday, 10th July 2018 at 6.30 pm for the following business.

Chief Executive

Southfields
Loughborough

2nd July 2018

AGENDA

1. APOLOGIES

2. MINUTES OF THE PREVIOUS MEETING

4 - 12

The Group is asked to confirm as a correct record the minutes of the meeting held on 24th April 2018.

3. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

4. DECLARATION OF THE PARTY WHIP

5. QUESTIONS UNDER SCRUTINY PROCEDURE 11.17

No questions were submitted.

6. PERFORMANCE SCRUTINY PANEL UPDATE

The Chair of the Performance Scrutiny Panel and the Corporate Improvement and Policy Officer will provide a verbal update on the current position regarding the work of the Performance Scrutiny Panel.

7. SINGLE LOCAL PLAN 13 - 56

A report of the Head of Planning and Regeneration, enabling the Group to review the development of a new Single Local Plan.

8. PROCUREMENT STRATEGY 57 - 84

A report of the Head of Finance and Property Services, enabling the Group to review the development of a revised Procurement Strategy.

9. HOUSING INCOME AND FINANCIAL INCLUSION POLICY 2018-2021 85 - 93

A report of the Head of Landlord Services, enabling the Group to review the proposed Housing Income and Financial Inclusion Policy.

10. PROGRESS WITH PANEL WORK 94 - 98

A report of the Head of Strategic Support, providing an update on the establishment and progress of scrutiny panels.

11. WORK PROGRAMME 99 - 111

A report of the Head of Strategic Support, enabling the Group to consider its work programme and propose to the Scrutiny Management Board any additions, deletions and amendments as appropriate.

For the Group's assistance, meeting dates for the remainder of the 2018/19 Council year have been set as follows:

25th September 2018
13th November 2018
5th February 2019
9th April 2019.

SCRUTINY QUESTIONS

What topics to choose?

- What difference will scrutiny make?
- Is this an area of concern – public/performance/risk register?
- Is this a corporate priority?
- Could scrutiny lead to improvements?
- What are the alternatives to pre-decision scrutiny?

Pre-decision scrutiny

- What is Cabinet being asked to agree?
- Why?
- How does this relate to the overall objective? Which is ...?
- What risks have been identified and how are they being addressed?
- What are the financial implications?
- What other options have been considered?
- Who has been consulted and what were the results?
- Will the decision Cabinet is being asked to take affect other policies, practices etc.?

Basic Questions

- Why are you/we doing this?
- Why are you/we doing it in this way?
- How do you/we know you are making a difference?
- How are priorities and targets set?
- How do you/we compare?
- What examples of good practice exist elsewhere?

POLICY SCRUTINY GROUP 24TH APRIL 2018

PRESENT: Councillor Seaton (Chair)
Councillor K. Harris (Vice-chair)
Councillors Brookes, Hamilton, Murphy, Paling, Parton,
Rollings, Shepherd and Smith

Councillor Smidowicz – Cabinet Lead Member for
Regulatory Services, Enforcement and Licensing (for item 6
on the agenda)

Head of Planning and Regeneration
Head of Regulatory Services
Improvement and Organisational Development Manager
Communications Manager
Principal Planning Officer (RB)
Sustainability Officer
Democratic Services Manager
Democratic Services Officer (MH)

APOLOGIES: Councillor Gaskell

The Chair reminded members of the public and the Committee that the meeting was being recorded and that the recording would be made available on the Council's website. She also advised that, under the Openness of Local Government Bodies Regulations 2014, other people may film, record, tweet or blog from the meeting, and the use of any such images or sound recordings was not under the Council's control.

39. MINUTES

The minutes of the meeting held on 6th February 2018 were confirmed as a correct record, subject to an addition to minute 36 (Corporate Anti-social Behaviour and Hate Incident Policy 2018-2021) to state that Councillor Parton had objected to the inclusion of categories for the definition of what constituted a hate incident that were additional to the definition set out by the Home Office, and signed.

40. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

The following disclosures of interests were made:

- (i) by Councillor Shepherd – a personal interest in item 7 (Climate Change Strategy and Action Plan) as a member of Leicestershire County Council.

41. DECLARATIONS OF THE PARTY WHIP

No declarations of the existence of the Party Whip were made.

42. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURE 11.17

No questions had been submitted.

43. CORPORATE ENFORCEMENT POLICY

A report of the Strategic Director of Housing, Planning and Regeneration and Regulatory Services, enabling the Group to review the proposed Corporate Enforcement Policy, was submitted (item 6 on the agenda filed with these minutes).

Councillor Rollings arrived at 6.25pm.

The Lead Member for Regulatory Services, Enforcement and Licensing, the Head of Planning and Regeneration and the Head of Regulatory Services assisted with consideration of the item and provided the following responses to issues raised:

- (i) The policy set out the principles in relation to enforcement that the Council would follow. Services undertaking enforcement activity would still produce their own policies, which would set out more detail specific to that area of activity.
- (ii) There could be circumstances where a breach or offence was serious, for example a death from food poisoning, but action could not be taken because there was insufficient evidence to pinpoint the source.
- (iii) Enforcement activity could result in a range of formal action being taken, including issuing fixed penalty notices, seeking civil penalties and other types of court proceedings.
- (iv) Each year a programme of internal audit activity was agreed in consultation with heads of service but based on risk. This could include regulatory activities and service areas were typically reviewed every three years.

Members of the Group made the following comments:

- (i) The policy was helpful in setting out as clearly as possible how the Council would approach making difficult judgements regarding whether to take enforcement action or not, and explaining in what circumstances enforcement might not be appropriate.
- (ii) A lack of resources should not be a limiting factor in deciding whether to take enforcement action or not.

RESOLVED

1. that the report be noted;
2. that it be noted that the Group supported the policy and considered that it provided a useful format for other service-specific enforcement policies.

Reasons

1. To acknowledge the information received.
2. To set out and record the conclusion of the Group's consideration of the matter.

44. CLIMATE CHANGE STRATEGY AND ACTION PLAN

A report of the Head of Planning and Regeneration, enabling the Group to review the proposed Climate Change Strategy and Action Plan, was submitted (item 7 on the agenda filed with these minutes).

The Head of Planning and Regeneration and the Sustainability Officer assisted with consideration of the item and provided the following responses to issues raised:

- (i) Additional information could be added to the draft strategy to raise awareness of the impact of meat consumption on the production of greenhouse gases.
- (ii) An amendment to the draft strategy could be made to highlight the benefits of both recreational and non-recreational cycling as the latter was an alternative to commuting by car.
- (iii) The Council still operated an environmental detectives programme for children. This was aimed at primary school children and predominantly internet-based.
- (iv) It was difficult to measure the effectiveness of the provision of travel packs to newly constructed homes. However, the provision of packs continued to be requested as a developer contribution by Leicestershire County Council and could be provided at relatively low cost. They provided the opportunity for residents to consider their transport options.

Members of the Group made the following comments:

- (i) Native species were often suited to their local environment and supported other herbivore or carnivore species. Some alien species were very invasive, for example Himalayan balsam.
- (ii) Tree planting also had a benefit of reducing run off and therefore the risk of flooding.

Councillor Parton raised a number of issues, and asked specific questions regarding the travel to work distances of Council employees, whether recruitment policies could prioritise the recruitment of staff who lived closer to Loughborough, the number of trees planted and cut down by the Council and discussions with Loughborough University regarding students' cars which he requested to be recorded in the minutes. He was advised by the Chair that those issues and questions would be better asked directly of officers outside the meeting.

RESOLVED

1. that the report be noted;
2. that it be noted that officers would amend the draft strategy to add further information regarding meat consumption and non-recreational cycling prior to its submission to the Cabinet;
3. that it be noted that the Group supported the strategy and considered that it was important that the Council recognised its impact on climate change and sought to reduce or offset that;
4. that the Group supported the continuation of annual reporting on climate change indicators to the Performance Scrutiny Panel.

Reasons

1. To acknowledge the information received.
 2. To acknowledge the comments made by the Group and how they would be taken forward.
 3. To set out and record the conclusion of the Group's consideration of the matter.
 4. To enable the Council's performance in relation to climate change to be scrutinised appropriately.
45. **REVIEW THE COUNCIL'S CURRENT POLICIES AND PROCEDURES IN RELATION TO ITS METHODS FOR CONDUCTING SURVEYS AND CONSULTATION**

An update report from the Head of Strategic Support requested by the Group, enabling it to compare the methods and results of the 2017 residents' survey with those of the 2015 survey, was submitted (item 8 on the agenda filed with these minutes).

The Improvement and Organisational Development Manager and the Communications Manager assisted with consideration of the item and provided the following responses to issues raised:

- (i) The face-to-face surveys based on a structured sample were considered to be a success and provided a more balanced and representative description of the views of residents in the Borough as a whole than the open access survey. However, that did not mean that the Council would only use that method in the future. There were advantages for informing certain types of decisions in allowing anyone who wished to comment to do so. In addition it could be beneficial for the public to know that the Council was seeking the views of everyone in the Borough on a particular issue.
- (ii) It was important that survey methods were designed with the target audience in mind.
- (iii) Email addresses could be purchased for marketing purposes. The people whose email addresses they were would have agreed to their addresses being used in this way.
- (iv) For the face-to-face surveys the company which undertook the work used its own expertise and sources of information, for example census data, to produce a demographic profile of the Borough on which to base its sample. The Council had not had to provide assistance with that.
- (v) The surveys that were used contained a mixture of closed and open questions and included some questions that had been used in previous surveys so that trends in responses could be measured.
- (vi) There had been no negative feedback regarding the company that had undertaken the face-to face surveys. The Council would have to follow its procurement rules in selecting which company would undertake similar work in the future.

Members of the Group made the following comments:

- (i) Some of the groups that were considered to be seldom heard from had more barriers to participation than others.

RESOLVED

- 1. that the report be noted;
- 2. that further details regarding the questionnaires that had been used and the results of the surveys be circulated to members of the Group.

Reasons

- 1. To acknowledge the information received.
- 2. To provide the Group with additional information relating to the matter.

Note: the information about the questionnaires used and results of the residents' survey referred to in resolution 2 above can be found on the Council's website at <https://www.charnwood.gov.uk/pages/survey>.

46. SINGLE LOCAL PLAN

A copy of the Local Development Scheme approved by the Cabinet on 15th March 2018, enabling the Group to programme its scrutiny of the development of the Single Local Plan, was submitted (item 9 on the agenda filed with these minutes).

The Head of Planning and Regeneration and a Principal Planning Officer assisted with consideration of the item and provided the following responses to issues raised:

- (i) An informal consultation targeted at stakeholders, but which the public could also respond to, was due to start in the following week. The focus of the consultation would be on the big questions for the new Single Local Plan such as what the distribution of development should be. The results of that consultation and details of how those results would be taken forward in the preparation of a draft Local Plan could be submitted to the meeting of the Group scheduled for 10th July 2018.
- (ii) The target date for the preparation of a draft of the new Local Plan was October 2018. It might be possible to include scrutiny of the emerging draft at the Group's meeting scheduled for 25th September 2018 or the Group could consider the matter after the draft was published at its meeting programmed for 13th November 2018.
- (iii) The timetable leading up to the planned adoption of the new Local Plan was based on guidance from the Planning Inspectorate. It was necessary to have a timetable so that work could be managed but it was recognised that it could be affected by external factors. For example, the Government was currently consulting on revisions to the National Planning Policy Framework. As a result the timetable was reviewed on an annual basis.
- (iv) It was expected that the final stages leading towards the adoption of the new Local Plan would more closely follow the model set out in the Planning Inspectorate's guidance than had been the case with the adoption of the current Core Strategy. That process had taken longer than expected because there had been a need to undertake additional consultation following changes to policy being proposed by the Government.

Members of the Group made the following comments:

- (i) It would be helpful if details of the form that the informal stakeholder consultation took could be provided when the results of it were considered by the Group.

RESOLVED

1. that the report be noted;
2. that further scrutiny of the matter be programmed for the Group's meeting scheduled for 10th July 2018 to consider the results of the informal consultation with stakeholders and details of how those results would be taken forward in the preparation of a draft Single Local Plan;
3. that further information be provided to the Group regarding options for the timing of scrutiny of subsequent stages of the development of the new Local Plan, with an aim for that to take place at the Group's meeting scheduled for 25th September if possible.

Reasons

1. To acknowledge the information received.
2. To enable the Group to scrutinise the next significant stage in the development of the new Local Plan in a timely manner.
3. To assist the Group in programming further scrutiny of the matter.

47. SCHEDULE OF COUNCIL POLICIES AND STRATEGIES

A report of the Head of Strategic Support, providing an opportunity to consider the Council's forward programme of policies and strategies and identify potential items for future scrutiny was submitted (item 11 on the agenda filed with these minutes).

The Democratic Services Manager assisted with consideration of the item.

The Chair identified a number of policies and strategies that it was proposed should be added to the Group's work programme for the period to May 2019. She stated that if members of the Group identified any further policies or strategies that should also be added they should contact the Chair.

RESOLVED

1. that the report be noted;

2. **that it be recommended to the Scrutiny Management Board** that the following items be added to the Group's work programme:

- Adaptations Policy
- Business Plan (particularly in relation to ensuring it provides a robust framework for performance management)
- Children and Young People Strategy
- Gambling Act Statement of Principles (particularly in relation to tackling problem gambling)
- Housing Financial Inclusion and Income Management Strategy
- ICS Strategy
- Open Spaces Strategy
- Procurement Strategy
- Tenancy Support Policy.

Reasons

1. To acknowledge the information received.
2. To identify policies and strategies for the Group's work programme where its scrutiny could add value.

48. PROGRESS WITH PANEL WORK

A report of the Head of Strategic Support, providing an update on the current position with scrutiny panels, was submitted (item 11 on the agenda filed with these minutes).

The Democratic Services Manager assisted with consideration of the item.

RESOLVED that the current position with scrutiny panels be noted.

Reason

To ensure that the Group was aware of the current position with scrutiny panels.

49. WORK PROGRAMME

A report of the Head of Strategic Support, enabling the Group to consider its work programme and propose to the Scrutiny Management Board any additions, deletions and amendments as appropriate, was submitted (item 12 on the agenda filed with these minutes).

The Democratic Services Manager assisted with consideration of the item.

RESOLVED

1. that the Democratic Service Manager be given delegated authority to identify potential dates for the scrutiny of those items identified for addition to the Group's work programme in resolution 47.2 above, in consultation with relevant Heads of Service.
2. that the changes made by the Scrutiny Management Board and the Chair and Vice-chair of the Group to the Group's work programme be noted;
3. that the current position with the Group's work programme and the Notice of Key Decisions and Decisions to be Taken in Private be noted;
4. that the actions taken and the decision made by the Scrutiny Management Board regarding the monitoring of performance in relation to policy aspects of the Housing Revenue Account Business Plan 2014-44 and the Housing Asset Management Strategy 2014-19 be noted.

Reasons

1. To enable scrutiny of those items to take place at the most effective time.
2. To acknowledge the decisions made by the Board, and the Chair and Vice-chair.
3. To make the Group aware of the current position with its work programme.
4. To make the Group aware of how its decisions in relation to the matter had been concluded.

NOTES:

1. No reference may be made to these minutes at the Council meeting on 25th June 2018 unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on 13th June 2018.
2. These minutes are subject to confirmation as a correct record at the next meeting of the Group.

POLICY SCRUTINY GROUP – 10TH JULY 2018

Report of the Head of Planning and Regeneration Cabinet Lead Member – Councillor Vardy

ITEM 7 SINGLE LOCAL PLAN

Purpose of Report

To provide an overview of the recent consultation on the Local Plan, outlining the process of consultation, a summary of the consultation responses and an explanation of how the responses received will be used to prepare the Draft Local Plan.

Actions Requested

1. To consider the approach to initial consultation on the Local Plan and summary of responses received.
2. To consider the intended approach to progress the Local Plan preparation informed by the consultation results.

Reasons

1. To scrutinise the effectiveness of the initial consultation on the Local Plan.
2. To scrutinise how the results would be used in the next stage of the process.

Background

The Charnwood Local Plan Core Strategy (2011-28) was adopted in 2015 and along with saved policies of the Borough of Charnwood Local Plan provides the Development Plan for the Borough. Whilst the Council is working with its partners to deliver that plan, work has also commenced on a new Local Plan to cover the longer period to 2036.

The new Local Plan will build on the strategy contained within the Core Strategy, setting out the strategic and detailed policies to deliver the Council's vision for Charnwood up to 2036. It will take account of the commitments for housing, employment and other developments across Charnwood. It will also identify and allocate further sites in the Borough needed to meet the needs of the community, including specific sites for development, and designations that reflect special character or that require protection. It will also set out specific policies and criteria against which planning applications for the development and use of land and buildings will be considered.

The Charnwood Local Development Scheme 2018 sets out the programme for preparing the new local plan and proposes consultation on a draft plan in October 2018. The draft plan will be informed by an evidence base that has been prepared

to understand the roles of different settlements, what land is available for development, constraints to developments and the options for delivering homes and jobs.

On 26th April 2018 the Council launched a six week consultation on a discussion paper titled 'Towards a Local Plan for Charnwood' (Appendix A) and the Interim Sustainability Appraisal. The paper explores the scale of development needed in the Borough, the key issues and opportunities that need to be taken into account and considers the options for an overall strategy for delivering the growth needed.

The paper invited views as part of the ongoing engagement with stakeholders and was published alongside a number of supporting evidence documents including an Employment Land Study and Delivery Assessment. As well as general views various issues are highlighted throughout the paper for which comments are specifically requested. These are highlighted in bold in the paper and in Chapter 6.

The opportunity was also taken to consult on a number of on-going assessments:

- Settlement Limits to Development Assessment;
- Settlement Hierarchy Assessment;
- Green Wedges and Areas of Local Separation Assessment; and
- Strategic Housing and Employment Land Availability Assessment.

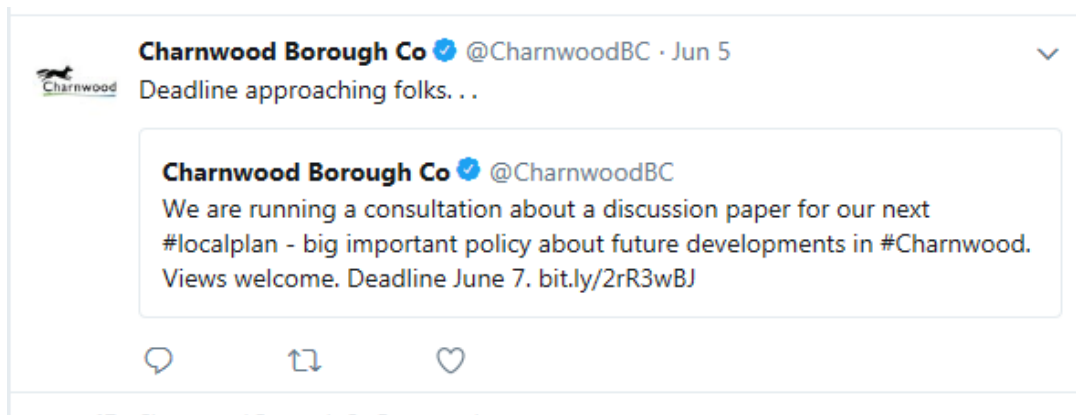
Consultation Process

The Town and Country Planning (Local Planning) (England) Regulations 2012 only require Local Authorities to consult at the 'Preparation' and 'Publication' stages of document production. The Council has undertaken the first of these on the scope of the plan in July and August 2016. The next required consultation would be the Publication of the Draft Local Plan programmed for June 2019.

However, the Charnwood Statement of Community Involvement makes a further commitment to undertake two additional consultations over and above the minimum legal requirements before the publication of a Draft Local Plan, on the Issues and Options and the Preferred Options. The aim of these additional stages of consultation is to allow sufficient community participation in the development of plans and Sustainability Appraisal of alternative reasonable options.

The recent initial consultation on the Local Plan sought to explore the issues and options for a development strategy for Charnwood. It started on 26th April 2018 and ended on 7th June 2018 and was undertaken in accordance with the method set out in the Statement of Community Involvement.

A notification letter was published on 26th April to signal the commencement of consultation and invite participation. The letter was sent to the 1,338 organisations and individuals that are on the Local Plan consultation database which includes statutory consultees, parish and town councils, planning agents, members of the public and local groups. An email alert was also sent to those that have registered to receive updates and the communication team also publicised the consultation through the website, social media and press release. An example of a tweet is copied below:



The consultation document was published using an online consultation portal called 'Objective', which is linked to the consultation database. Officers recognise that not all consultees wish to make their comments online or view the document online so Objective is also used to design and publish a text version of the consultation document in .pdf format. In addition to the consultation portal, consultation responses were also welcomed by email and post.

All the documentation was made available on the Council's website and key documents were available to view at the Borough's libraries, County Hall and the Borough Council Offices. Documents were also sent out on request.

Summary of Responses

In total 104 responses were received in response to the consultation and a full list of the organisations that responded can be seen in Appendix B. The table below shows that there was a range of respondents including planning agents and developers, members of the public and various organisations and bodies including infrastructure providers, community action groups and schools.

Towards a Local Plan Consultation Response Summary	
Respondents	Number of Responses
Planning Agents and Developers	32
Members of Public	26
Organisations	23
Parish Councils	14
Local Authorities	5
Borough Councillors	4
TOTAL	104

A number of infrastructure providers and statutory organisations responded to the consultation including Clinical Commissioning Groups, Highways England, Leicestershire County Council, Environment Agency, Sport England and Natural England. These bodies commented on how to improve the vision and on the key issues the plan needs to address including infrastructure capacity issues. Responses also highlighted the evidence which will be needed to inform the Local

Plan including Strategic Flood Risk Assessment, Transport Assessments and Infrastructure Delivery Plans.

Responses were also received from Syston County Doctors Practice and Woodbrook Vale School highlighting capacity concerns and the impact of the settlement limits on future development of the school to meet increasing demand.

Many respondents raised concerns about the need and capacity for more housing developments in the Borough. In particular respondents highlighted concerns about traffic and the availability and capacity of community infrastructure as well as the impact on agricultural land, ecology, heritage, air quality, flooding and the character and separation of villages. Concerns were also raised about recent developments and about increasing the housing target to ensure delivery.

Other respondents suggested that the Council should be taking account of the proposed standard housing methodology due to be introduced as part of the new National Planning Policy Framework and that a higher housing figure and variety of sites will be needed to ensure a sufficient supply of housing land. Respondents also highlighted that the unmet need of other authorities in Leicester and Leicestershire will need to be considered.

There were questions raised about the relationship between the Local Plan and the Strategic Growth Plan with respondents highlighting concerns about aligning the Local Plan to a non-statutory plan which is not complete and others raising concerns that the discussion paper is silent on the proposal for the proposed A46 extension, a proposal some respondents raised concerns about.

Leicester City Council, Leicestershire County Council, Melton Borough Council, Hinckley and Bosworth Borough Council and Harborough District Council all responded welcoming on-going engagement under the duty to cooperate. Leicester City Council highlighted the need to work together to consider its unmet need for housing and employment and cross boundary infrastructure. Leicestershire County Council provided detailed comments on transport, education and strategic planning.

Overall there was support for the proposed Areas of Local Separation and Green Wedges and the proposed Settlement Hierarchy, although there were some responses challenging the conclusions. A number of additional Areas of Local Separation were suggested and suggestions made about what should be permitted within these areas. The lack of a national planning policy on landscape designations was also highlighted in response to Green Wedges and Areas of Local Separation. There were also detailed comments provided on the Settlement Limits to Development as well as a request to consider the proposed limits in the Quorn Neighbourhood Plan and concerns about proposing limits before identifying future development locations. Responses were also received highlighting the need for the Local Plan to include housing targets for Neighbourhood Planning.

A number of site appraisal and promotional documents were provided for potential development sites. The majority of these were already known to the Council through the Strategic Housing Land Availability Assessment although a small number of additional sites were put forward. Agents and developers took the opportunity to

provide additional information about sites and work being undertaken to understand any constraints and opportunities or explore options for future development. There were also a number of site specific objections made.

The issue of student accommodation was raised by a number of respondents including concerns about the quantity of Houses in Multiple Occupation and purpose built accommodation and the impact they have on communities. However, there was also support for meeting student needs in a wider area and through purpose built accommodation. Suggestions were also made for further accommodation to be provided on campus. There was also a case made for removing all restrictions on Houses in Multiple Occupation to allow them to meet the needs of non-students.

Comments were received from the Forestry Commission about the need to consider the impact of development on ancient woodland and the Canal and River Trust about considering the opportunities and impacts on the river and canal network. The National Farmers' Union highlighted the need to consider the rural economy and CPRE suggested higher density housing in urban areas and raised concern about the amount of student accommodation, which could be meeting housing needs.

The Leicestershire Local Access Forum set out support for major schemes with planned infrastructure and highlighted opportunities to improve flood-affected routes and avoid air quality issues. East Midlands Airport highlighted the need to consider the airport safeguarded area. A response was also received from the Education & Skills Funding Agency on planning for school places. The Theatre Trust highlighted the need for adequate protection for the Borough's theatres and other arts, community and cultural facilities.

A preference for one or more of the housing strategies identified in the consultation document was included by some. This included support for urban concentration principles as it maximises existing infrastructure and minimises the need to travel but also concern about focusing development in too few areas or too few sites putting too much pressure on existing infrastructure. There was support for a new settlement approach from a small number of respondents who considered it to take the pressure off existing infrastructure but others raised concern about timescales and uncertainty of new settlements. There was support for more dispersed development to create choice and flexibility from some respondents but also concern about the ability to provide appropriate infrastructure for this pattern of development from others.

In addition to these key themes, there were a range of other issues raised by one or two respondents including comments or concerns about:

- how the vision will be implemented;
- how developments will be accessed;
- how the needs of the elderly will be met;
- the need to review the approach to rural communities,
- the need to require a mix of homes including affordable homes;
- the impact of internet shopping and need for car charging points;
- challenges to assumptions about infrastructure delivery from small sites;
- concerns about creating a sense of place in new developments;

- the need for a vision for the future of the Great Central Railway;
- the quality and design of development;
- greater detail needed on the environment and landscape protection;
- reducing the impact of lighting on the countryside;
- supporting sustainable forms of transport including provision of more buses and safe walking and cycle routes; and
- detailed comments on the Interim Sustainability Appraisal.

The responses can be viewed in full on the Council's website within the Towards a Local Plan for Charnwood Statement of Consultation available at: www.charnwood.gov.uk/local_plan_review.

Next Steps

The process of consultation is a critical element of plan making. It provides an opportunity to share where the Council has reached in the process and get feedback about the key issues and opportunities before any choices or decisions are made.

The responses have confirmed the importance of issues such as ensuring infrastructure can support development, delivering a sustainable pattern of development, safeguarding the separation of villages and meeting the full range of housing needs.

The responses will now be used to inform the evidence base studies and options development that will be undertaken as part of preparing a draft plan for further consultation later this year. This will include further engagement with infrastructure providers and key stakeholders.

Officers will also be considering the implications of the new National Planning Policy Framework due to be published this summer and the emerging Strategic Growth Plan for Leicester and Leicestershire. This will include working with other authorities to establish how the unmet need for homes in Leicester City will be met, the implications of the standard methodology to housing need and ensuring local areas have a housing requirement to inform Neighbourhood Planning.

Timetable for Production of Local Plan including Future Decisions and Scrutiny

The long term programme for the preparation of the Local Plan set out in the Local Development Scheme is:

- Draft Local Plan Consultation – October 2018
- Pre-submission Consultation – June 2019
- Submission – September 2019
- Inspector's report published – January 2020
- Adoption of Local Plan – January 2020

Financial and Legal Implications

The Local Plan preparation is taken into account in the Council's medium term financial plan and supported by the Legal team as required.

Sustainability Implications

The Local Plan will be informed by a Sustainability Appraisal process which seeks to inform the identification of the most appropriate strategy for delivering the homes and jobs needed for the area.

Risk Management

The risks associated with the preparation of the Local Plan and actions to mitigate those risks are reported to the Local Plan Project Board. A summary is set out in the table below.

Risk Identified	Likelihood	Impact	Risk Management Actions Planned
Competing priorities or loss of resources impacts ability to meet programme	4	4	Ensure sufficient staff resources with the necessary expertise and experience are available and consider effective ways to resource increased work
Change in national policy or guidance affects direction of local plan and causes consequential delay or aborted work	3	4	Maintain watching brief for government announcements, make representations to Government and keep programme under review.
Progress/direction of Combined Authority, HMA partnership, Strategic Growth Plan, other authority Local Plans affects direction and causes delay or aborted work	3	5	Maintain partnership approach to growth at HMA level and proactively engage under the Duty to Cooperate on cross boundary issues and understand implications for CBC policy set
Delays in the availability of evidence	3	4	Proactive project and risk assessment processes
Strategy/options results in lobbying and negative environment for engagement causing delays and reputational damage	4	4	Proactive communication of growth, options and reasoned
Procedural or other legal challenge	3	3	Maintain legal advice and identify resources as a priority for appropriate defence of council against challenges

Background Papers:

[Towards a Local Plan for Charnwood Statement of Consultation \(2018\)](#)

[Statement of Community Involvement \(2010\)](#)

[Local Development Scheme \(2018\)](#)

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Appendices

A: Towards a Local Plan for Charnwood Discussion Paper (2018)

B: List of Respondents to Consultation (April-June 18)



Towards a Local Plan for Charnwood

Charnwood Local Plan to 2036

APRIL 2018



Foreword

Welcome to the Towards a Local Plan for Charnwood discussion paper. This paper has been prepared specifically to seek views on the issues and evidence that will influence how new homes and jobs are planned for as part of the new Charnwood Local Plan to 2036.

We are very fortunate to live and work in a place as beautiful as Charnwood. We have great towns and attractive villages, nestled in and around the Charnwood Forest, the river valleys of the Soar and Wreake and in the Wolds, places as full of ecology and history as they are prized for their beauty.

However, our location in the heart of the three cities of Leicester, Derby and Nottingham brings with it great pressure for development. The latest figures suggest we need a minimum of 994 new homes a year up to 2036. Planning to meet this need, as we are required to do by national planning policy, is very difficult given our precious environment and shared desire to protect it.

We have already planned for much of the development we need through the Charnwood Core Strategy 2011-2028 but the new plan will extend across a longer period to 2036. In this paper we consider the amount of development that is needed, the relationship between development and the environment and set out the options the evidence points towards, as we are required to do by the legal process for preparing plans, for a development strategy for Charnwood to 2036.

There is no shortage of landowners and developers wishing to see their land chosen and this paper shows you what is being promoted and where so you can see it. Not all these sites will be needed and some may not be suitable. I would stress that we have made no decisions about any of the sites at this stage. This paper has been prepared to start the debate, recognising that there will be different views when it comes to the balance between homes, jobs and the environment. There will be difficult decisions to make and if you have a view I would encourage you to tell us so we can take it into account later this year when we consider how to meet the need for homes and jobs.

Whilst we do not have an entirely free hand we will think very carefully about our vision of Charnwood. We believe it is only right that you have an opportunity to tell us what you think and we will consider those views when it is time to take those decisions. I would encourage anybody who has a view to read this paper and take the time to share their thoughts with us on the evidence and how they would plan for development in Charnwood.

We will carefully consider the thoughts that are shared with us before we do further work towards a draft local plan later this year.

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Chapter 1: Introduction

- 1.1** The Charnwood Core Strategy was adopted in November 2015 and provides a development strategy to 2028 setting out where and how new development should take place in the Borough. Whilst the Council is working with its partners to deliver that plan, work has also commenced on a new local plan to cover the longer period to 2036. This new Local Plan will respond to the Leicester and Leicestershire Strategic Growth Plan and new evidence of the need for homes and jobs.
- 1.2** The Charnwood Local Development Scheme 2018 sets out the programme for preparing the new local plan which sees consultation on a draft plan in October 2018. The draft plan will be informed by an evidence base that has been prepared to understand the roles of different settlements, what land is available for development, constraints to developments and the options for delivering homes and jobs. The purpose of this consultation paper is to explore the evidence and the development strategy options available for the new local plan and to invite views as part of our ongoing engagement with stakeholders before a draft plan is prepared in October 2018.

Chapter 2: Context for Preparing a Development Strategy for Charnwood

National and Strategic Policy Framework

- 2.1** National planning policy⁽¹⁾ says local plans should set out the opportunities for development and clear policies on what will or will not be permitted and where. Local plans should be the most appropriate strategy for delivering the homes and jobs needed for the area, be deliverable over the plan period, based upon effective cross boundary working and be consistent with national policy.
- 2.2** Charnwood is part of a wider housing market and functional economic area for Leicester and Leicestershire. The Leicester and Leicestershire local authorities and partners have worked together to prepare a Strategic Growth Plan for the area. It promotes Charnwood meeting its own need for homes through a strategy that supports an infrastructure led approach to development. A new A46 expressway is proposed which would connect the A46 to the north east of Leicester to the M1 at a new junction to the south of the city. The plan also encourages strategic scale developments in Charnwood to the north east of the city; a 'northern gateway' proposal to the north of the County focused around the A42 and the M1; and managed growth at Loughborough.
- 2.3** The Charnwood Local Plan will take account of the Strategic Growth Plan. The role Charnwood plays in delivering the wider vision for Leicester and Leicestershire and helping to meet the needs of the wider housing market will be considered with our partners and the options tested through the sustainability appraisal process.

Vision for Charnwood

- 2.4** The Core Strategy set out the Council's Vision of Charnwood in 2028 as one of the most desirable places to live, work and visit in the East Midlands with:
- Loughborough's role in the knowledge based economy being recognised;
 - Our landscape, ecology and heritage being in a good state;
 - Our picturesque villages having retained their strong sense of identity;
 - The demand for housing being focussed on Loughborough and the edge of Leicester; and
 - Our community having access to jobs and services to suit their needs.
- 2.5** The full wording of the current vision can be seen in Appendix A. The new local plan will cover the period to 2036 and we need to consider whether this vision and the current development strategy should be extended to provide for 8 more years or whether something different should happen.
- 2.6** Meeting our need for new homes and jobs whilst protecting our environment and the separate identity of our villages will be the key challenge for the new Local Plan. Having a clear vision is

¹ National Planning Policy Framework, March 2012

important for plan making as it provides the basis for prioritising competing issues and understanding impacts, informed by evidence and an assessment of sustainability. **We are therefore interested to hear your views on the vision for Charnwood in 2036.**

Key Issues and Evidence

- 2.7** The remainder of this section considers a range of key issues that will need to be considered when making decisions about the development strategy and meeting the Borough's housing and employment needs.

The balance of homes and jobs

- 2.8** The local plan is required to provide both the homes and the jobs needed in the Borough and in locations which minimise the need to travel. A large proportion of the trips we do are between home and work and this relationship needs to be understood and considered when deciding the locations for development.

Availability of land and opportunities for new supply

- 2.9** Our assessment⁽²⁾ of the land that has been promoted or suggested for development by landowners and developers shows that there is land available for a further 22,268 homes in addition to what already has planning permission or is allocated in the Core Strategy. Not all of this land will be needed and some of the sites may be in poor locations for growth but this assessment provides a starting point for understanding the land that is available and can contribute to the development strategy options (explored in Chapter 4).
- 2.10** **If you are aware of land which is available for development that is not included in the land availability assessment that you would like to be considered for development please let us know.**

Housing – mix of sizes, types and tenures

- 2.11** Our evidence⁽³⁾ tells us that affordable homes are needed for people that can not access housing through the open market. It also shows that different types of homes are needed because of changes in the community, particularly because of a growing older population as well as growth in student numbers.
- 2.12** There is therefore a need for a range of types, sizes and tenures of homes to be provided to meet the needs of those living and moving to the Borough and this needs to be understood.

2 Charnwood Strategic Housing and Employment Land Availability Assessment (2018)

3 Leicestershire Housing and Economic Development Needs Assessment (2017)

Transport – travel to work, congestion, capacity

- 2.13** We know from our assessment of existing settlements⁽⁴⁾ that over a third of people living in Anstey (37%), Birstall (41%), Syston (34%) and Thurmaston (44%) travel to work in Leicester City. In the north of the Borough Shepshed also has a close relationship with Loughborough, with 47% of people who live in Shepshed working in either Shepshed or Loughborough. Two thirds of people in Charnwood travel to work by car, a tenth walk to work and the remainder work from home or use other forms of transport to commute. Understanding these relationships helps to understand the potential options for the development strategy.
- 2.14** Parts of the road network are congested and significant delays can be experienced at a number of junctions in Loughborough along the A6, in the east of the town and along the Epinal Way. There is also congestion on the A6 at Hathern and Birstall, and at the Hobby Horse Roundabout in Syston. The capacity of the road network is also significant issue for the development strategy for Charnwood. The traffic generated by new development and the impact it has needs to be understood as well the potential for mitigation.

The economy - the future prospects for existing employment, opportunities for new employment

- 2.15** Our evidence⁽⁵⁾ has forecast the amount and the type of jobs that are expected over the course of the next plan, and also considered the employment land that is needed to address those jobs. It tells us that manufacturing makes a significant contribution to our economy and although this sector is in decline it is likely to remain a core element of the local economy. In addition to manufacturing we also have higher than average jobs in education and professional, scientific and technical service sectors. The forecast changes will need to be understood in terms of our current stock and future needs.

The Environment

- 2.16** The built and natural environment contributes to our sense of place and our quality of life. We want our existing and new communities to live and work in a high quality environment. The impact new development has on our environment needs to be understood if we are to take advantage of opportunities and manage constraints. In short, our environment will play a key role in shaping the development strategy.

Landscape

- 2.17** Our landscapes have their own distinctive character and are highly valued by our community. We want to make sure they continue to be recognised for their quality, the contribution they make to settlement identity and the sense of place they provide. Our evidence⁽⁶⁾ identifies 6 character areas within Charnwood:

4 Charnwood Settlement Hierarchy Assessment (2018)

5 Charnwood Employment Land Review (2018)

6 Charnwood Landscape Character Assessment (2012)

- Langley Lowlands;
- Soar Valley;
- Wolds;
- Wreake Valley;
- High Leicestershire; and
- Charnwood Forest.

2.18 Our towns and villages are concentrated along the river valleys of the River Soar and River Wreake and around the edge of Leicester City. As these towns and villages have grown the space between them has become smaller leading to greater concerns from communities about the separate identity of places.

2.19 The Core Strategy identified a number of Areas of Local Separation to guide development and maintain the character of individual settlements. It also identified Green Wedges to maintain the network of gaps between settlements and provide dense corridors of valuable, publicly accessible green infrastructure.

2.20 We have reviewed our Areas of Local Separation and Green Wedges⁽⁷⁾. The evidence suggests a number of amendments to the 13 Areas of Local Separation and 3 Green Wedges identified in the Core Strategy and proposes 3 further Areas of Local Separation. The Areas of Local Separation and Green Wedges recommended for designation in the new local plan are:

Areas of Local Separation

- Loughborough/Quorn (new)
- Loughborough/Hathern (new)
- Birstall/Rothley (new)
- Quorn/Mountsorrel
- Mountsorrel/Rothley
- Sileby/Cossington
- Sileby/Barrow Upon Soar
- Thurstaston/Cropston/The Ridgeway Area of Rothley
- Wanlip/Birstall
- Rearsby/East Goscote
- East Goscote/Queniborough
- Queniborough/Syston
- Syston/Thurmaston
- Syston/Barkby
- Anstey/Newtown Linford
- Loughborough/Woodthorpe

7 Green Wedge, Urban Fringe, Green Infrastructure Enhancement Zones and Areas of Local Separation Review (2016)

Green Wedges

- Leicester (Beaumont Leys)/Birstall/Thurcaston/Cropston/Anstey/Glenfrith/Groby
- Birstall/Leicester/Thurmaston (Soar Valley North)
- Leicester Hamilton

2.21 The Areas of Local Separation and Green Wedges are shown in Appendix B. **We would like to hear your views on the proposed amendments to the Areas of Local Separation and Green Wedges, the findings of the study, and the influence these areas should have on the development strategy.**

Ecology and Geology

2.22 Our community enjoys significant areas of ecological interest compared to other parts of Leicestershire and the East Midlands as a whole. Very few places are fortunate enough to have resources like the Charnwood Forest and the river valleys of the Soar and the Wreake which are also important ecological and geological resources.

2.23 There are 18 Sites of Special Scientific Interest, over 200 Local Wildlife Sites and 5 Local Nature Reserves in the Borough. Collectively these sites form part of an ecological network which is important for protecting priority species and habitats.

2.24 These ecological and geological resources are fragmented and subject to pressure from future development. The impact of development on these resources needs to be understood and opportunities to restore or create new habitats considered.

Flood Risk

2.25 The two river corridors of the Soar and the Wreake are an important part of our landscape and provide enjoyment and opportunities for walking, cycling and other leisure activities to the communities who live close to them. The corridors also constrain development due to the risk of flooding. The changes in the world's climate mean there is potential for an increase in the frequency and severity of flooding. Understanding flood risk is important and will help shape the development strategy.

Historic Environment

2.26 Charnwood has a rich built heritage including the Great Central Railway Corridor, the industrial heritage of Loughborough and distinctive villages. We have over 1,000 listed buildings, 37 conservation areas, 21 scheduled monuments, 3 registered parks and gardens and 200 locally listed buildings.

2.27 However, some of our historic areas and buildings may be at risk from development pressures and neglect. We want to protect our historic areas and buildings and, where opportunities arise, enhance our heritage assets.

Access to facilities and services

- 2.28** People require access to services and facilities to meet their day to day need and it is therefore important that we understand what opportunities are available when we choose locations for new development.
- 2.29** We have assessed the services and facilities available within our settlements and the relationship each settlement has with the urban centres of Loughborough and Leicester to understand their role and function which helps us to understand which settlements might be capable of supporting new development. The assessment⁽⁸⁾ has been published for consultation alongside this paper.
- 2.30** The assessment found that Loughborough remains the social and economic focus of the north of the Borough as the main ‘Urban Centre’ in Charnwood. To the south of the Borough, Leicester provides this focus as the main urban centre for Leicestershire.
- 2.31** Shepshed, Birstall, Thurmaston and Syston are found to function as ‘Urban Settlements’ forming part of a wider urban area with Loughborough or Leicester. These settlements benefit from a full range of services and facilities that meet day to day needs as well as excellent transport links and a close relationship with Loughborough or Leicester. There is a choice of services e.g. a range of food stores to choose from and a range of employment opportunities.
- 2.32** Anstey, Barrow Upon Soar, Mountsorrel, Quorn, Rothley and Sileby act as ‘Service Centres’ with a good range of services and facilities and good public transport links to Loughborough and/or Leicester. The remainder of the Borough’s villages are much smaller in size and have fewer services available. However, there continues to be those settlements with some access to services and facilities (‘Other Settlements’) and those which have more limited access (‘Small Villages or Hamlets’). The proposed Settlement Hierarchy is shown in Table I below.
- 2.33** Alongside this work on the role of settlements, we have also reviewed the boundaries for all our settlements with the exception of the Small Villages and Hamlets which are not currently considered to be suitable locations for new homes. The boundaries⁽⁹⁾ are due to be published for consultation shortly.
- 2.34** **We would like to hear your views on the findings of the Settlement Hierarchy and Settlement Limits to Development Assessments**, which have a strong relationship with the development strategy options.

8 Charnwood Settlement Hierarchy Assessment (2018)

9 Settlement Limits to Development Assessment (2018)

**Table 1:
Proposed Charnwood Settlement Hierarchy**

PROPOSED CATEGORY	SETTLEMENT
Urban Centre <i>A settlement that has a range of employment opportunities and higher order services that meet all of the day to day needs of residents and are accessible to the surrounding area.</i>	Loughborough
Urban Settlement <i>A settlement that has a range and choice of services and facilities that meet the day to day needs of residents and physically or functionally forms part of a wider Leicester or Loughborough Urban Area.</i>	Birstall
	Shepshed
	Syston
	Thurmaston
Service Centre <i>A settlement that has a range of services and facilities to meet most of the day to day needs of the community and good accessibility to services not available within the settlement.</i>	Anstey
	Barrow Upon Soar
	Mountsorrel
	Quorn
	Rothley
	Sileby
Other Settlement <i>A settlement that has some of the services and facilities to meet the day to day needs of the community.</i>	Barkby
	Burton on the Wolds
	Cossington
	East Goscote
	Hathern
	Newtown Linford
	Queniborough
	Rearsby
	Seagrave
	Swithland

PROPOSED CATEGORY	SETTLEMENT
	Thrussington
	Thurcaston
	Woodhouse Eaves
	Wymeswold
Small Village or Hamlet <i>A settlement that has limited services and facilities to meet the day to day needs of the residents.</i>	Barkby Thorpe
	Beeby
	Cotes
	Cropston
	Hoton
	Prestwold
	Ratcliffe on the Wreake
	South Croxton
	Ulverscroft
	Walton on the Wolds
	Wanlip
	Woodhouse
	Woodthorpe

The need for infrastructure

- 2.35** Delivering new homes and jobs will not be possible without also improving the Borough's infrastructure including roads, schools, health facilities, parks and open spaces, and utilities like gas, water and electricity. New and improved infrastructure will support new developments and mitigate the impacts on existing communities. This can be done by working with our infrastructure partners such as Leicestershire County Council and Western Power. Developers will also play a key role, by providing infrastructure on their development sites and through legal agreements⁽¹⁰⁾.
- 2.36** There are changes and challenges in the school and health systems that will affect planning for school places and health care provision. The introduction of the academy system and parental choice mean children do not automatically attend their nearest school. This makes it difficult for local authorities

10 Section 106 of the Town and Country Planning Act 1990, Section 278 of the Highways Act 1980 and the provisions of the Community Infrastructure Levy

to plan for school places and this is complicated further by growth which brings an increase in the population in an area. The health care system is also under pressure from an ageing population, an undersupply of General Practitioners and changes to funding. These all have impacts when planning for new homes.

- 2.37** In general, smaller developments rely on existing infrastructure and where capacity needs to be increased they make contributions that fund improvements. However, infrastructure partners highlight that it is not always possible to increase capacity at existing accommodation. Whilst large scale developments have greater potential to plan for, and deliver, new services and facilities this can take a long time. Changing circumstances can also make coordinated service delivery difficult or result in delays to both new homes and services coming forward. With these issues in mind, the Clinical Commissioning Groups which oversee healthcare in the Borough have confirmed a preference for funding to improve existing practices rather than see new facilities as part of larger sites. We will work with the local education authority and the clinical commissioning group to understand the relationship growth has with their services and what this means for preparing a development strategy.
- 2.38** Ongoing discussions with infrastructure providers will help the understanding of the major infrastructure constraints and needs in the Borough and this will have a strong influence on the development strategy options.

Viability

- 2.39** Local plans are required to be deliverable and whilst the impacts of development should be mitigated planning obligations should not be so high that developers cannot afford to pay for them. This means policy requirements related to design, affordable housing, infrastructure and renewable energy need to be capable of being managed without making development unviable. However, the impacts of growth and how to manage them will be discussed with our partners.

Ability to deliver new homes and jobs

- 2.40** We have assessed whether the housing market can deliver the number of homes needed by 2036 (which is explored in Chapter 3). Our evidence has looked at sites of different types and sizes. The evidence tells us that we have enough land and that the market can build and sell those homes.
- 2.41** There are many small potential development sites but taken together they do not have the capacity to meet the whole housing need. Our evidence shows that large sites will also be needed but that these are complex and because of the time they take to deliver they will meet needs towards the end of the plan period and be completed after 2036.
- 2.42** Our evidence also tells us that there is a point where simply adding more sites does not increase the rate of housing delivery as the housing market cannot absorb them.

Chapter 3: How Much Development is Needed?

- 3.1** National planning policy says local plans should meet the objectively assessed need for homes and jobs in their area. For Charnwood, the evidence for this is set out in the Leicester and Leicestershire Housing and Economic Development Needs Assessment (2017). It found a need for 994 homes a year to 2036 or 24,850 homes in total between 2011 and 2036. It also found a need for 56-79ha of employment land for the same period in Charnwood. The government expects to adopt a new standard methodology for calculating housing need. Whilst the standard methodology has not yet been put in place we do not expect the need for homes to change significantly.
- 3.2** The Charnwood Core Strategy sought to deliver 13,940 homes and around 75ha of employment land as well as strategic provision of 77ha of land for a Science and Enterprise Park adjacent to Loughborough University between 2011 and 2028. The plan proposed three large scale Sustainable Urban Extensions:
- North East of Leicester at Thurmaston (4,500 homes and 13ha employment);
 - West of Loughborough (3,000 homes and 16ha of employment);
 - North of Birstall (1,500 homes and 15ha of employment).
- 3.3** It also identified a regeneration corridor at Watermead to support the regeneration of Thurmaston, help meet our need for jobs and maximise the potential of the Country Park.
- 3.4** The new Local Plan will review and, where appropriate, carry forward these commitments which will contribute to meeting the need for homes and jobs up to 2036.

Housing Need and Supply

- 3.5** Work has started to deliver the development proposed through the Core Strategy. Since 2011, around 18,500 homes have been built or committed through the Core Strategy and by the granting of planning permission. As Table 2 below shows, this means a further 6,451 homes are needed to meet needs for the longer plan period up to 2036 once commitments are taken into account.
- 3.6** Our delivery evidence⁽¹¹⁾ shows, however, that not all of our existing sites will be built by 2036. The evidence also shows that any additional sites provided by the new local plan may also not be complete by 2036 and suggests that we consider providing sufficient land for flexibility to take account of changing circumstances. How much land should be identified for new homes is one of the key questions we are consulting on and we will return to this issue in Chapter 4 as part of the housing strategy options.

11 Charnwood Delivery Evidence (2017)

Table 2:
Charnwood Housing Need and Land Supply 2011-2036

	HOMES
Housing Need (2011 - 2036)	24,850
Completions (2011-17)	4,259
Planning Permissions (at 31 March 2017)	9,280
Allocations (Core Strategy)	4,860
To be found	6,451

Employment Need and Supply

3.7 The Charnwood Employment Land Review (2018) recommends 66ha of employment land is provided by the new plan to meet need and market demand. The review also suggests that consideration is given to a further 10ha for large warehousing. Since 2011 around 79ha of employment land has been developed or committed through planning permissions and allocations in the Core Strategy. As Table 3 shows, commitments are sufficient to meet the quantitative need for employment land although there are qualitative issues to consider such as location and type.

Table 3:
Charnwood Employment Need and Land Supply 2011-2036

	Offices B1A/B (ha)	Industrial B1C/B2 & Small B8 (ha)	Strategic Distribution B8 (ha)	Total (ha)
Employment Need (2011-2036)	17.00	49.00	10.00	76.00
Completions (2011-2017)	3.35	4.60	0	7.95
Planning Permissions (at March 2017)	0.67	12.54	0	13.21
Allocations (Core Strategy)	16.30	42.00	0	58.30
<i>Difference - Need & Supply</i>	-3.32	-10.14	10.00	-3.46

Chapter 4: What are the Reasonable Development Strategy Options

- 4.1** We need to meet our housing and employment needs whilst respecting our environmental constraints. This paper starts the discussion about the development strategy options that are available to do this. This chapter sets out the reasonable options that have been identified for the broad development strategy having regard to evidence. Each of the options responds in differing ways and degrees to the issues, constraints and opportunities discussed in Chapter 2. **We want to hear your views on whether there are other reasonable options that should be considered.**
- 4.2** Alongside this consultation document, we have also published a report⁽¹²⁾ which appraises the environmental, social and economic effects of the different development strategy options identified through evidence. The report forms part of the technical, supporting evidence base which informs the preparation of the local plan, providing commentary on the positive and negative effects that can be anticipated from the different options. This appraisal helps us understand the relative differences between the options.
- 4.3** The reasonable options for housing and employment are discussed below in turn and a summary is provided of each option's environmental, social and economic effects. The overall development strategy for Charnwood will bring together a combination of the options discussed below. **We want to hear your views on the options, how they have been assessed and how they should combine to provide a development strategy for the Borough to cover the period to 2036.**

Housing Strategy Options

Growth Scenarios

- 4.4** In Chapter 3 we explained that our delivery evidence⁽¹³⁾ shows that not all the homes allocated in the Core Strategy and with planning permission will be built by 2036. Taking this into account land for a minimum of 8,100 homes will be needed if we are to meet our need.
- 4.5** Our evidence also considers the ability of the housing market to meet the need for homes and suggests that providing a greater supply of land, for up to 15,700 homes, would maximise the potential for maintaining housing supply by providing flexibility to take account of changing circumstances.
- 4.6** Providing the minimum amount of land needed (8,100 homes) would restrict the impacts on the environment although this would depend on the location of development. However, there would be no flexibility in the supply of land and if circumstances change the plan could become out of date. If this happened, applications for planning permission would be considered under the national presumption in favour of sustainable development and our local plan would have less influence on decisions.

12 Interim Sustainability Appraisal Report (2018)

13 Charnwood Delivery Evidence (2017)

- 4.7** Providing the number of homes in the higher growth scenario (15,700 homes) would increase the potential for meeting housing needs by maintaining a sufficient supply of land and reduce the prospects of the plan becoming out of date. However, it would put greater pressure on our environment, infrastructure and services and the improved prospects for the plan retaining its influence needs to be carefully considered against this.
- 4.8** **We would like to hear your views on the amount of land that provides the right balance to meet needs, provide flexibility and control whilst protecting our environment.**
- 4.9** **We also want to hear your views about the right mix of site sizes to facilitate delivery whilst supporting the provision of infrastructure.**

Broad Locations for Housing Development

- 4.10** The opportunities for distributing new housing across the Borough have been considered, from most new homes being provided at the larger, more sustainable settlements on the edge of Leicester or at Loughborough and Shepshed, to new homes being dispersed through the Borough as well as considering the potential for new settlements in the countryside.
- 4.11** Leicester is the main urban area within the Housing Market Area. Most of the potential strategy options seek to maximise capacity on the edge of Leicester in recognition of the City's focus for jobs, and higher order facilities within Leicester and Leicestershire.
- 4.12** We have not been able to consider an option which meets housing need purely through development on brownfield land due to a lack of sites. For that reason, all the options for housing development would have a significant negative effect on soil resources and a negative effect on minerals resources in the Borough.

Option 1 - Leicester and Loughborough Urban Areas

- 4.13** This option would focus development on the key Urban Areas, firstly at the Leicester Urban Area (edge of Leicester, Birstall, Thurmaston and Syston) and then Loughborough Urban Area (Loughborough and Shepshed).
- 4.14** This option focuses development in areas with good access to jobs, services and public transport with the potential to reduce the need for long car trips, support continued economic growth in key locations and have a positive impact on health. This option is predicted to bring significant benefits for deprived communities with improved infrastructure and affordable housing. The concentration of development means there is greater potential for development to support decentralised energy schemes and deliver strategic green infrastructure and therefore have a greater positive impact on climate change.
- 4.15** This option would, however, have negative impacts on a range of environmental factors including on landscape character, the historic environment, biodiversity, water quality, air quality and flood risk. There is also insufficient capacity in the Leicester and Loughborough Urban Areas to accommodate the amount of housing in the higher growth scenario.

Option 2 - Leicester and Loughborough Urban Areas and Service Centres

- 4.16** This option would focus development on the Urban Areas with a smaller proportion of development focused on the Service Centres.
- 4.17** The majority of development would be focused on Leicester Urban Area (edge of Leicester City, Birstall, Thurmaston and Syston), then Loughborough Urban Area (Loughborough and Shepshed), with remainder of development focussed on Service Centres (Anstey, Barrow Upon Soar, Mountsorrel, Quorn, Rothley, Sileby).
- 4.18** This option focuses development in areas with good access to jobs, services and public transport. This means there is the potential to reduce the need for long car trips, to support key employment locations, improve health and benefit deprived communities with improved infrastructure and affordable housing. The concentration of development, particularly in a high growth scenario, means there is the potential to create a critical mass to support new onsite facilities in some areas.
- 4.19** This option does, however, have the potential for negative impacts on a range of environmental factors due to the concentration of development. This is particularly the case in a higher growth scenario where there is greater potential negative impacts on air quality, landscape character, the historic environment, and biodiversity and especially flood risk.
- 4.20** This option has the potential to provide some flexibility with a choice of sites, which makes it more likely that the housing needs would be met over the plan period. The greater number and types of sites should also ensure that the needs of a variety of communities could be met.

Option 3 - Settlement Hierarchy Distribution

- 4.21** This option would focus development on the Urban Areas and then Service Centres with the remainder of development directed to the Other Settlements.
- 4.22** This more dispersed development pattern would still focus a significant proportion of development on Leicester Urban Area (edge of Leicester City, Birstall, Thurmaston and Syston) and then Loughborough Urban Area (Loughborough and Shepshed). It would also focus a smaller proportion of development on the Service Centres (Anstey, Barrow Upon Soar, Mountsorrel, Quorn, Rothley, Sileby). The remaining development would be focussed on Other Settlements (Barkby, Burton on the Wolds, Cossington, East Goscote, Hathern, Newtown Linford, Queniborough, Rearsby, Seagrave, Swithland, Thrussington, Thurstaston, Woodhouse Eaves and Wymeswold).
- 4.23** This option focuses the majority but not all of the development in areas with good access to jobs, services and public transport with the potential to reduce the need for long car trips, support key employment locations and benefit deprived communities with improved infrastructure and affordable housing. In a high growth scenario there is potential for positive impacts on health and climate change. However these are reduced in a lower growth scenario as the critical mass may not be achieved to support improvements in infrastructure.

- 4.24** This option does, however, have the potential for negative impacts on a range of environmental factors including landscape character, biodiversity and water quality, particularly in the high growth scenario where there are also likely to be significant negative impacts on air quality and the historic environment. A more dispersed distribution of development does mean, however, there is predicted to be a reduced potential impact on flood risk compared to more concentrated patterns of development.
- 4.25** This option has the potential to provide flexibility with a choice of sites, which makes it more likely that the housing needs would be met over the plan period. The greater number and types of sites should also ensure that the needs of a variety of communities could be met.

Option 4 - Proportionate Distribution

- 4.26** This option would distribute new housing in proportion to the population of each settlement hierarchy tier (set out in Chapter 2) and would be a more dispersed pattern of development.
- 4.27** This is would mean development sites being identified in all settlements in the Borough including the Small Villages and Hamlets.
- 4.28** In a lower growth scenario this more dispersed approach has the potential to better avoid impacts on biodiversity, flood risk and air quality. However in a high growth scenario there could be negative impacts on all of these factors and other environmental factors including impacts for the historic environment and water quality which would be effected in either growth scenario. The dispersed nature of this option means it would significantly impact on the landscape character as well as negatively impact on climate change due to the increased likelihood of car travel and reduced accessibility.
- 4.29** The positive effects on social aspects are less certain or reduced due to the benefits of development being dispersed and critical mass reduced including the benefits development would offer deprived communities, the local economy or health.
- 4.30** This option has the potential to provide flexibility with a choice of sites, which makes it more likely that the housing needs would be met over the plan period. The greater number and types of sites should also ensure that the needs of a variety of communities could be met.

Option 5 - Leicester and Loughborough Urban Areas and New Settlements

- 4.31** There are four large sites which have been promoted to the council which are situated away from our larger towns and villages and which have been categorised as new settlements. Taken together these new settlements do not have the capacity to meet our housing needs, and would need to be combined with other sites to form a development strategy for the borough.
- 4.32** Option 5, therefore, includes development at Leicester Urban Area (edge of Leicester, Birstall, Thurmaston and Syston) and maximising the potential for development of new settlements. The remainder of development would be focussed at Loughborough Urban Area (Loughborough and Shepshed).

- 4.33** This option would concentrate a significant proportion of development in the Urban Areas which provide the most accessible locations for jobs, services, facilities and public transport. However it also locates development in a new settlement which would not benefit from existing infrastructure.
- 4.34** This combination of development at the Urban Areas and a new settlement has the potential to have less impact on environmental factors such as biodiversity, flood risk, water quality and the historic environment.
- 4.35** This option also has the potential to provide social and economic benefits, however these would only be more minor in nature. New settlements could create new facilities and enhancements to green infrastructure which would benefit health. However, substantial development at a new settlement reduces the potential for positive effects at Loughborough and the Service Centres in terms of benefiting deprived communities and the local economy.
- 4.36** The potential impact on climate change is uncertain as a significant amount of development is directed to the Urban Areas where there is relatively good access to facilities and jobs to help minimise increases in transport emissions. However, the overall impact will depend on whether the new settlement includes sufficient new services and facilities to serve new communities and avoid an increase in car travel.
- 4.37** There is insufficient capacity identified within Loughborough and Leicester Urban Areas and within identified new settlements to accommodate the amount of housing in the higher growth scenario.

Option 6 - Leicester and Loughborough Urban Areas and Service Centres and New Settlements

- 4.38** As in option 5 this option directs development towards four large sites in Charnwood which are situated away from our larger towns and villages and which have been categorised as new settlements. As explained under option 5, these new settlements do not have sufficient capacity to meet our housing needs
- 4.39** This option therefore includes development at Leicester Urban Area (edge of Leicester City, Birstall, Thurmaston and Syston) and maximising development of new settlements. The remainder of development would be distributed between Loughborough Urban Area (Loughborough and Shepshed) and Service Centres (Anstey, Barrow Upon Soar, Mountsorrel, Quorn, Rothley and Sileby).
- 4.40** This option would concentrate a significant proportion of development in the Urban Areas and Service Centres which provide the most accessible locations for jobs, services, facilities and public transport. However it also locates development in new settlements which would not benefit from existing infrastructure. This combination of development at the urban areas and new settlements has the potential to have less impact on environmental factors such as biodiversity, flood risk, water quality and the historic environment, although the negative impacts increase under a high growth scenario.

- 4.41** This option also has the potential to provide social and economic benefits. However, these would only be more minor in nature in a lower growth scenario and greater in a high growth scenario as more development would be focused at the urban areas and Service Centres and benefit deprived communities and the local economy. New settlements could also create new facilities and enhancements to green infrastructure which would benefit health.
- 4.42** The potential impact on climate change is uncertain as a significant amount of development is directed to the urban areas where there is relatively good access to facilities and jobs to help minimise increases in transport emissions. However, the overall impact will depend on whether the new settlement includes sufficient new services and facilities to serve new communities and avoid an increase in car travel.
- 4.43** This option has the potential to provide some flexibility with a choice of sites, which makes it more likely that the housing needs would be met over the plan period. The greater number and types of sites should also ensure that the needs of a variety of communities could be met.

Option 7 - New Settlements

- 4.44** This option would focus development on a single standalone new settlement with 8,000 to 10,000 new homes, the location of which would be identified through the Local Plan.
- 4.45** It is important that all of the reasonable alternative options for the development strategy for Charnwood are identified. In doing so, consideration has been given to whether our housing need could be wholly accommodated by a single standalone new settlement. Our evidence suggests, however, that there is not a large enough site available or being promoted in the Borough. If a standalone settlement was to be pursued as the development strategy for Charnwood there would need to be a site identification process to overcome these barriers and find a suitable location.
- 4.46** Experience from other large scale developments across the country suggests that a new settlement may take between 5 and 13 years to plan for and, taking into account delivery timescales for infrastructure and other works, a new settlement option is unlikely to deliver new housing before 2030. A project of this size is also likely to experience delays due to the complexity of development. With that in mind, housing completions may not take place until after 2036.
- 4.47** Given these long lead in times a new settlement may only represent a longer term strategy for Charnwood's development needs beyond the end date of this plan. However, if a new settlement is considered an appropriate strategy for meeting the borough's development needs in the longer term it might be sensible to identify and plan for it now rather than leave it to the next plan. This issue will need to be carefully considered as part of this plan.
- 4.48** The effects associated with this option are difficult to determine accurately as the location of a new settlement has not been identified. The primary difference between this option and all of the other options is the almost complete reliance on one development to meet the borough's housing needs, meaning less choice and flexibility in the delivery of new homes. A new standalone settlement would be the focus of growth for the Borough possibly with delivery going beyond 2050. This option is unlikely to help address deprivation, support the local economy or provide accessibility as

development would be removed from existing communities and established services and transport links.

- 4.49** This option has the potential to have fewer negative impacts on environmental factors with the potential to avoid sensitive areas for biodiversity, water quality, flood risk and the historic environment. However, there is likely to be a negative impact on landscape character. A concentration of growth could also affect air quality and climate change emissions depending upon where the settlement was located and the transport measures secured.
- 4.50** **We want to hear your views on the options set out above and whether there are other options that should be considered.**

Employment Strategy Options

- 4.51** Chapter 3 explains that our evidence⁽¹⁴⁾ suggests there is sufficient land with planning permission or committed in the Core Strategy to meet the overall quantitative need for employment land. The evidence does, however, suggest there are qualitative issues to consider such as the location and type of employment land.
- 4.52** The opportunities to meet our employment development needs to 2036 have been considered and the options identified through evidence are set out below.

Option 1 - Rely on Existing Employment Allocations

- 4.53** This option would represent a 'business as usual' strategy, relying on existing allocations in the Charnwood Local Plan Core Strategy and Borough of Charnwood Local Plan.
- 4.54** This option does not involve any new land being identified and therefore would not have any new environmental, social and economic effects. This option has the potential for long term positive effects on the local economy through the delivery of employment land to meet identified needs.

Option 2 - Identify New Employment Land to Facilitate Regeneration

- 4.55** This option would identify 10ha of new employment land in order to release poorer quality employment sites for alternative uses.
- 4.56** Our evidence tells us that we have a sufficient amount of land allocated for offices and small scale industrial uses to provide for these types of jobs to 2036. It does, however, show we have a number of sites which are in employment uses in Thurmaston which are well occupied and functional but have a poor relationship with surrounding uses and in some cases are constrained by poor access. Our evidence suggests identifying around 10ha of new employment land north of Leicester in the new Local Plan to enable the release of these existing employment sites to alternative uses such as housing.

14 Charnwood Employment Land Review (2018)

- 4.57** This option would not involve any net additional land being identified and therefore would not have any new significant environmental, social and economic effects. This option has the potential for long term positive effects on the local economy through the delivery of employment land to meet identified needs and delivery of new and higher quality employment land.

Option 3 - Identify New Employment Land for Large Warehousing

- 4.58** This option would identify 10ha of new employment land to respond to demand for large warehousing.
- 4.59** Our evidence indicates that the Council should consider whether it is appropriate to identify 10ha of land for large warehousing. The distribution of large warehousing will require further discussion with partners under the duty to cooperate due to the strategic nature of this type of employment. Our evidence suggests that this land would need to be delivered in a single location with excellent access to the strategic road network and is therefore likely to be located to the north east of M1 Junction 23, near Shepshed.
- 4.60** This option would deliver an additional 10ha of employment land and offers the opportunity to address demand for large warehousing. Therefore, it has the potential to have a significant positive effect on the local economy and to positively contribute to tackling deprivation through the provision of jobs in accessible locations. It also has the potential for localised negative effects on biodiversity, air quality, soil resources and water quality, although these are not anticipated to be significant.

Chapter 5: Sites that are Available

- 5.1 Local plans must be deliverable within the plan period and there must be a realistic prospect of housing sites identified for the first five years being built and a reasonable prospect that sites identified for six years onwards will come forward.
- 5.2 We have prepared a land availability assessment ⁽¹⁵⁾ which identifies the land that landowners and developers have submitted to the Council for consideration for development. The assessment considers the prospects for different sites through evidence of their availability, suitability and achievability. We have also considered the potential for development within settlement limits ⁽¹⁶⁾ and have a good understanding of the potential land available to meet the need for homes and jobs.
- 5.3 Appendix C shows the sites that have been promoted or suggested for housing development by landowners, developers or others. More detailed information about these sites can be viewed here: www.charnwood.gov.uk/strategic_housing_land_availability_assessment. Appendix D summarises the number of promoted and suggested homes for each category from the settlement hierarchy discussed in Chapter 2 based on our evidence.
- 5.4 In total there are over 200 developable housing sites being promoted to the Council in the Borough in addition to those allocated or with planning permission. Taken together these sites could provide 22,268 homes. Not all of these sites will be needed and it is important to understand how the different individual sites can contribute to the reasonable options for the development strategy.
- 5.5 For employment land, there are a limited amount of new employment sites being promoted to the Council and these are set out in Appendix E.
- 5.6 The reasonable alternative options for development strategies set out in Chapter 4 have been informed by this evidence and we will only consider sites we know are available through our evidence and capable of contributing towards meeting development needs.
- 5.7 **If there are other sites that you wish to see considered as part of the development strategy then these should be submitted to us through this consultation.**
- 5.8 Our evidence on land availability has prevented us considering a strategy involving small sites only and as there is no land available ⁽¹⁷⁾ of a sufficient size for a significant standalone settlement we have also not been able to consider that at this stage.

15 Charnwood Strategic Housing and Employment Land Availability Assessment (2017)

16 Urban Capacity Study 2018

17 A site is considered available for development, when, on the best information available (confirmed by the call for sites and information from land owners and legal searches where appropriate), there is confidence that there are no legal or ownership problems, such as unresolved multiple ownerships, ransom strips tenancies or operational requirements of landowners. This will often mean that the land is controlled by a developer or landowner who has expressed an intention to develop, or the landowner has expressed an intention to sell

Chapter 6: What Happens Next

6.1 This consultation seeks comments on the reasonable options for a development strategy for Charnwood. It has been published alongside a significant amount of other evidence and we are also seeking views on the:

- Interim Sustainability Appraisal;
- Settlement Hierarchy Assessment;
- Areas of Local Separation and Green Wedges Review;
- Settlement Limits to Development Assessment; and
- whether there are any available sites that are not included in the Strategic Housing Land Availability Assessment.

6.2 All these documents are available to view on the Council's website here: www.charnwood.gov.uk/local_plan_review.

6.3 Finally we welcome comments on the factors that influence the development strategy, including the existing Vision, the issues we must respond to and the future of Charnwood.

6.4 There are a number of questions that can be considered when responding to this consultation:

- Are there any other reasonable alternatives that can accommodate the need for homes and jobs?
- Do you have any comments on how the reasonable options have been sustainability appraised?
- Can you put forward any additional land that is available for development that has not been identified in the Council's Strategic Housing Land Availability Assessment?
- Do you think that the Council's vision is correct? Are there parts of it that need to change or could be added to?
- What evidence do you think the Council needs in order to identify its development strategy to 2036?

6.5 Comments should be submitted to the Council by no later than **5pm on Thursday 7th June 2018** either through the online portal, by emailing localplans@charnwood.gov.uk or writing to the address below:

Plans, Policies and Place-Making Team
Charnwood Borough Council
Southfields
Loughborough
LE11 2TN

- 6.6** The Council will consider the representations made before identifying Preferred Options for the development strategy. The programme for preparing the new local plan is set out in the Local Development Scheme 2018 which sees a Draft Local Plan being prepared for consultation in October 2018.

Appendix A: Core Strategy Vision 2011-28

A VISION FOR CHARNWOOD 2028

In 2028 Charnwood will be one of the most desirable place to live, work and visit in the East Midlands.

Development will have been managed to improve the economy, quality of life and the environment.

Charnwood will be recognised for the role Loughborough plays in the region's knowledge-based economy.

Our strong and diverse economy will provide more employment opportunities for local people including higher skilled, better paid jobs in high technology research and manufacturing, sports, tourism, creative and cultural industry clusters.

Growing business will have been retained and new investment secured. The Loughborough Science and Enterprise Park and growing Loughborough University will be at the heart of Loughborough's brand as a 'centre for excellence'. Business and technological links with the City of Leicester will have been strengthened through the Watermead Regeneration Corridor.

Our landscape and the special buildings, heritage and ecology it contains will be in a good state. Our picturesque villages will have retained their strong sense of identity.

Our community will have access to a range of green spaces, leisure and recreational facilities across Charnwood and new parkland in Loughborough and Thurmaston will be provided. The Charnwood Forest will be recognised as a Regional Park. The River Soar and Wreake will be improved for wildlife and people.

Charnwood will be recognised for delivering growth to a high design quality that benefits the community.

The demand for housing will be focused on Loughborough and the edge of Leicester City. New sustainable urban extensions at West Loughborough and Thurmaston, as well as other planned areas of growth, will incorporate good quality design and reflect our strong local distinctiveness.

Our community will have access to homes to suit their needs. In particular, there will be a good provision of affordable housing particularly in rural communities. Issues previously associated with houses in multiple occupation will have been managed and social cohesion will have improved.

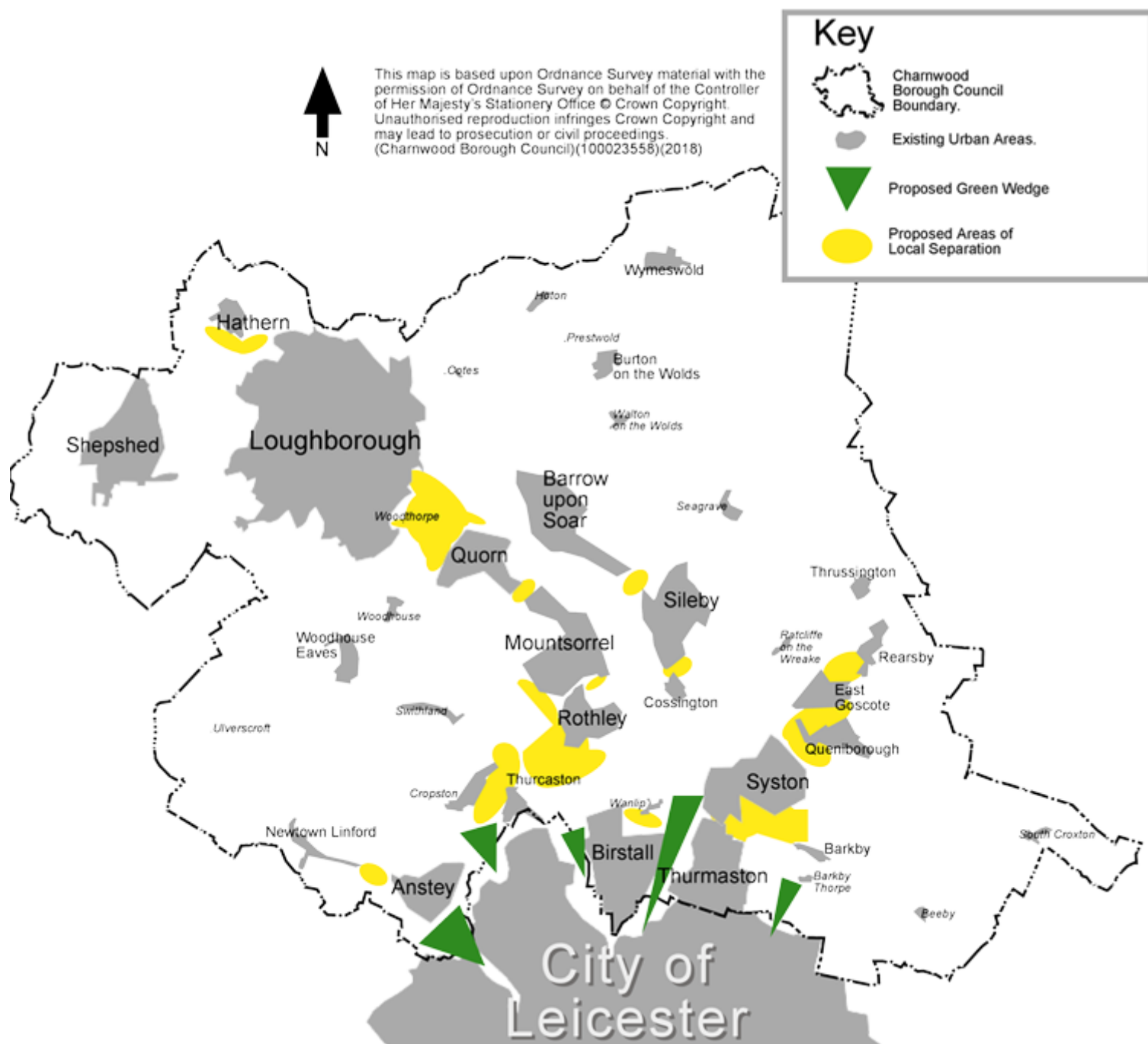
Loughborough will continue to be the main economic, social and cultural heart of the Borough. It will be an attractive, compact and 'walkable' destination for shopping, leisure, entertainment and culture. Our other settlements, including a regenerated Shepshed, will have an attractive provision of local shops, culture and leisure facilities.

Our community will have better access to jobs and services, with a choice to walk or cycle. For longer trips Charnwood will be known for its excellent connections by bus or rail, including a restored Great Central Railway. Some trips will no longer be necessary as an expansive broadband network will make Charnwood one of the best connected semi-rural boroughs in the country.

Our community will enjoy a cleaner and greener environment. Charnwood will be well prepared for the impacts of climate change and will be playing its part in reducing greenhouse gas emissions.

Our community will have a sense of ownership and increased pride in their local areas due to strong neighbourhood planning.

Appendix B: Areas of Local Separation and Green Wedge Review



Appendix C: Housing Sites Promoted or Suggested for Development

Appendix D: Capacity for Housing Development by Settlement Category

Capacity for Housing Development by Settlement Category

PROPOSED SETTLEMENT CATEGORY	SETTLEMENT	CAPACITY (Number of Homes)
Urban Centre	Loughborough	5,509
Urban Settlement	Shepshed	2,765
	Birstall	45
	Thurmaston	925
	Syston	1,684
	Edge of Leicester	692
Service Centre	Anstey	952
	Barrow Upon Soar	1,055
	Mountsorrel	67
	Quorn	674
	Rothley	686
	Sileby	1,145
Other Settlement	See Table 3 for settlement list	2,966
Small Village or Hamlet	See Table 3 for settlement list	735
New Settlement	Near Barkby	690
	Near Thurcaston	578
	Near Cotes	975
	Near Wymeswold	770

Appendix E: Employment Sites Promoted or Suggested for Development

Sites Promoted or Suggested for Employment Uses

SITE REF	SITE NAME
PSE390	Land off Anstey Lanes
PSE350	Charnwood Edge, Cossington
PSE123	Land East of Loughborough
PSE265	Land West of Snells Nook Lane, Loughborough
PSE251	Sports Ground off Leicester Road, Loughborough
PSE233	Disused Nursery r/o 263 Loughborough Road
PSE107	Land at Farley Way, Quorn
PSE349	Rearsby Business Park
PSE268	Rearsby Business Park Extension
PSE240	Rowena (Wyedale) Garden Centre
PSE24	Land off Fairway Road, Shepshed
PSE69	Land South East of Syston

APPENDIX B – LIST OF RESPONDENTS TO CONSULTATION (APRIL-JUNE 18)

ORGANISATIONS
Urgo Ltd
Environment Agency
Thurcaston & Cropston Parish Council
CPRE
Quorn Parish Council
Canal & River Trust
Nanpantan Ward Residents Group (NWRG)
Barrow upon Soar Parish Council
Marrons on behalf of William Davis
Sturdee Poultry Farms Ltd
Marine Management Organisation
NFU
Thurcaston & Cropston Parish Council
Sport England
Barkby and Barkby Thorpe Action Group (BABTAG)
Barkby & Barkby Thorpe Parish Council
Leicestershire Local Access Forum
The Country Practice Syston (NHS)
Woodbrook Vale School
Woodhouse Parish Council & King George's Charity
GAMMA
Thurmaston Parish Council
Nottinghamshire County Council
Persimmon on behalf of Charles Church
Geoffrey Prince Ass on behalf of Cawrey Ltd
Chair of Governors - Woodbrook Vale School
Cossington Parish Council
Theatre Trust
Forestry Commission
East Midlands Airport
Hoton Parish Council
Highways England
Wallace Land Investments.
Anstey Parish Council
Harborough District Council
Marrons on behalf of Hallam Land Management
Marrons on behalf of Mather Jamie
Hinckley & Bosworth Borough Council
Leicester City Council
GVA on behalf of St Philips
Burton on the Wolds, Cotes and Prestwold Parish Council
Mountsorrel Parish Council
Lichfields on behalf of Commercial Estates Group (CEG),
Tetlow King Planning
Home Builders Federation Ltd
IRM Planning on behalf of William Davis and Parker Strategic Land
Carter Jonas LLP on behalf of Leicestershire County Council
Peter Bretts on behalf of Barwood Development Securities Ltd
Pegasus on behalf of Davidsons Developments
Pegasus on behalf of Hallam Land Management Ltd
Pegasus on behalf of Taylor Wimpey
Pegasus on behalf of David Wilson Homes
Wanlip Parish Meeting
Pegasus on behalf of Jelson Homes

ORGANISATIONS
Pegasus on behalf of Jelson Homes & Davidsons Developments Ltd
Leicestershire County Council
William Davis
Savills on behalf of Taylor Wimpey
Melton Borough Council
Savills on behalf of Trustees of The Grace Dieu and Longliffe Estates
Pegasus on behalf of Strata Homes Ltd
Natural England
Hollins Strategic Land
Education and Skills Funding Agency
Haddon Way Residents Association
Heaton Planning Ltd on behalf of Swithland Homes
West Leicestershire Clinical Commissioning Group
Fisher German on behalf of Rearsby Trust
Rearsby Parish Council
Pegasus on behalf of Rothley Temple Estate (note: came in the post)
Pegasus on behalf of Wilson Enterprise Ltd (note: came in the post)
Pegasus on behalf of Davidsons Developments Ltd (note: came in the post)
NHS Property Services Ltd
Andrew Hiorns Town Planning Ltd on behalf of Parker Strategic Ltd

POLICY SCRUTINY GROUP – 10TH JULY 2018

**Report of the Head of Finance and Property Services
Cabinet Lead Member – Councillor Barkley**

ITEM 8 PROCUREMENT STRATEGY

Purpose of Report

To enable the Group to review the development of a revised Procurement Strategy.

Action Requested

To consider the current Procurement Strategy and a draft replacement Strategy, which are appended to the report.

Reason

To scrutinise the development of a revised Procurement Strategy in a timely manner in accordance with the Group's work programme.

Background

The Procurement Strategy is one of the Council's core strategies and helps the Council identify its priorities and set targets for what it plans to achieve.

The Procurement Strategy 2013/14 to 2018/19 was approved by the Cabinet on 17th January 2013. The current Procurement Strategy is fit for purpose; however, it needs updating in a few areas to incorporate new legislation and new procurement facilities, for example cloud-based procurement.

It is a lengthy document, running to 19 pages, and a shorter version which is 6 pages in length, has been prepared as a comparison. This latter document is currently a rough draft but both are appended to this report to provide an opportunity for the Group to have an input into the shape and direction of the new Procurement Strategy.

It should be kept in mind that current procurement legislation is complex and is a statutory requirement, with the potential for costly legal challenges if breaches occur. Public sector procurement is therefore significantly different to procurement practices in the private sector.

It is proposed to review the Strategy again in five years' time.

Background Papers: None

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Procurement Manager
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Appendices

- A: Procurement Strategy 2013/14 to 2018/19
- B: Draft Procurement Strategy 2019-2024



Charnwood Borough Council
Procurement Strategy
2013/14 to 2018/19

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PROCUREMENT STRATEGY

Introduction

1. The Corporate Procurement Strategy provides a framework for the Council to obtain value in all its procurement activities. The strategy addresses all elements of procurement activity, from identifying the need, considering options, procuring the appropriate goods, services or works, effective supplier and contract management, through to the disposal of assets. The strategy also addresses the many solutions available to the Council, from establishing corporate contracts, using collaborative and consortia arrangements, through to developing long-term strategic partnerships.
2. This strategy continues to provide a clear focus on identifying and delivering efficiencies, but not at the expense of quality. More than ever before, public sector finance is under significant pressure and procurement has a significant role to play in reducing the Council's expenditure through evaluating on the basis of whole life costs with due regard to risk.
3. The current economic climate makes it equally important for the Council to maintain its commitment to supporting the local economy and improving opportunities for businesses to engage with the Council. The Corporate Plan states that the Council 'will help business to prosper and develop' in Charnwood.
4. This strategy, and the supporting Contract Procedure Rules, are designed to reflect current best practice and legislative changes and also provide a framework to enable all the Council's officers to demonstrate value for money whilst taking account of other issues such as sustainability.
5. This Corporate Procurement Strategy is supported by corporate systems that provide guidance and support for all officers of the Council who procure goods, services and works.

Executive Summary

6. This document sets out the Council's strategic approach to procurement. It is not intended to be a procurement manual; however, the principles contained within this strategy should be applied to all procurement activity. Consideration of this strategy is not optional and it should be read in conjunction with the Contract Procedure Rules.
7. The Council has a duty to secure best value and continuous improvement in the way that functions are carried out, having regard to a combination of efficiency, economy and effectiveness. Effective procurement is crucial in securing high quality, best value public services and the Government has

highlighted that the development of a clear procurement strategy is a key step towards achieving best value and delivering demanding efficiency targets.

8. To achieve the Council's objectives it will approach competition positively, taking full account of the opportunities for innovation and genuine partnerships which are available from working with others in the public, private and voluntary sectors. Importantly, this strategy seeks to balance two priorities:

- delivering efficiencies and quality, and
- sustainable procurement, engaging with local and regional suppliers to promote the local economy and taking account of the social and environmental impact of spending decisions.

9. The Council's approach to procurement also relies on developing a collaborative approach to procurement with other authorities and organisations such as the Eastern Shires Purchasing Organisation (ESPO) to achieve economies of scale where appropriate. This strategy provides a corporate focus for procurement. It embraces the authority's commitment to strategic procurement and sets out the Council's aspirations. It is not a "user manual"; more detail on procurement processes and issues will be found in the Charnwood Borough Council Procurement Toolkit and Contract Procedure Rules.

Procurement in context

10. Procurement is defined as:

"Procurement is the process of acquiring goods, works and services, covering both acquisitions from third parties and from in-house providers. The process spans the **whole cycle** from identification of needs, through to the end of a services contract or the end of the useful life of an asset. It involves options appraisal and the critical "make or buy" decision, which may result in the provision of services in-house in appropriate circumstances."¹

11. Strategic Procurement

Strategic procurement is a series of activities and processes that sits at the heart of the Council, providing the framework by which the Council obtains value for money in all the goods, services and works that it requires. This can be illustrated by the following diagram, which shows the interrelationship between the role of corporate procurement and the Council as a whole.

¹ National Procurement Strategy for Local Government - Oct. 2003, ODPM.



12. Principles for Effective Procurement

It is important to ensure that procurement decisions are legal, ethical and in accordance with the policies and procedures of the Council and that consideration is given to the impact on the economic, social and environmental well-being of the Borough.

The Corporate Plan

13. Effective procurement is crucial to achieve continuous improvement and to securing value for money in public services. The Council is one of the larger purchasers of goods and services in the Borough, and has both legal and ethical responsibilities when making procurement decisions.

14. Coordinated and focused procurement activity enables the Council to proactively support the Corporate Plan in a range of areas including;

Priority:	Action:
Promote economic growth across the Borough	Provide opportunities to local businesses
Support economic development within the Borough.	Provide procurement support to the council's regeneration projects

Policies

15. Sustainable Procurement - Sustainable Procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage, or indeed improves the environment. Simply, sustainable

procurement is good procurement.

16. The Council is working regionally to develop and promote models of sustainable procurement, and engage with local partners, other public sector organizations, the business community, agencies and the voluntary sector to test these models. It is important to build internal capacity for implementing sustainable procurement and the Council provides courses to increase awareness and build skills.

Economic Regeneration

17. The Council is one of the larger spending organisations in the Borough, and the more money that is spent locally, the greater the positive impact this will have on the local economy, particularly for small and medium sized businesses.

18. Procurement legislation limits the Council's ability to favour local businesses, but there are numerous ways in which it can legitimately support local businesses, including:

- working pro-actively with partners to support local businesses through media and workshops to explain how to do business with the Council, and obtain their feedback in order to improve documentation and processes
- providing information about future procurement activity, and advertising tenders on the Electronic Contract Management System and Source Leicestershire (links provided below)
<http://exhibeo.charnwood.gov.uk/ContractsSearch/ContractList.aspx> and
<http://www.sourceleicestershire.co.uk>
- running supplier engagement events.
- packaging contracts, where possible, in a manner that does not preclude the following from tendering:
 - local and regional companies
 - small and medium sized enterprises
 - newly formed businesses
 - the voluntary and community sector

19. The challenge for procurement is to balance the following conflicting priorities:

- obtaining value for money and the required quality
- sourcing locally where possible within the legislative framework
- procuring in a sustainable way with regard to environmental, social and economic factors, and
- reducing the number of suppliers (especially those where annual spend is less than £1,000).

Social Development

20. The Council is one of the larger spending organisations in the Borough and has a role to play in addressing social impact and cohesion across the Borough. Social benefits include the creation of employment and training opportunities.

21. The Council recognises and values the added benefits that the voluntary, community and social enterprise sectors can provide. Council policy is that procurement for more than £25,000 is advertised in Source Leicestershire and on the Charnwood Borough Council Contract Register site and where appropriate, to identify potential voluntary sector suppliers and invite them to quote. This £25,000 limit relates to the life of a contract so if the supply is for, say, three years then the annual value will be just over £8,000 which should make the business attractive to smaller entities and not-for-profit organisations.

22. Where relevant to the subject matter of the contract, the bidders approach to tackling unemployment, creating training, apprenticeship opportunities and 'supported businesses' (organisations where 50% or more of their workforce are disabled) will be incorporated into the procurement process. Furthermore, the Council is continuing to work with the supply chain to continually seek improvements and to address ethical issues, for example, adopting, where appropriate, the use of Fair Trade products and supporting local suppliers.

23. For supplies under £25,000, the relevant Service Manager will obtain three written quotations and they would usually seek to obtain quotations from local suppliers where possible.

24. Under the Public Services Social Value Act it is a legal requirement for local authorities to consider social value in making procurement decisions. Charnwood Borough Council will take account of outcomes that organisations can achieve that are additional to, and not the main focus of, their provision. For example, when tendering to provide Tree Surgery services suppliers could offer added social value by detailing outcomes it could achieve to improve training opportunities, apprenticeships and employability within the borough.

Environmental Management

25. The Council, along with its partners, is committed to ensuring that services are delivered in a way that protects the quality of the environment and minimises any adverse impact on community well-being. The Council recognises that procurement can be integral in delivering more sustainable outcomes for the district. To achieve this it is necessary to ensure that environmental and broader sustainability considerations are taken into account throughout the procurement process.

26. The approach to sustainable procurement reflects the corporate approach to sustainability. Specific guidance on sustainability issues in procurement is included in the procurement tool kit.

27. In June 2006 the Council's Cabinet agreed an Environmental Policy revised in April 2011.

28. Equally important, the Council will apply procedures for the proper management and disposal of assets to ensure both value for money and to minimise any adverse impact on the environment.

Equality and diversity

29. Sustainable procurement also embraces the Public Sector Equality Duty set out in the Equality Act 2010 ensuring that equality and diversity, including cohesion is addressed in all procurement activity, irrespective of whether provided from within the Council or indirectly through another organisation.

30. It is imperative that at all times when referring to equality and diversity that the Council explicitly considers each of the following characteristics protected under the Equality Act 2010:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race (including colour, nationality and ethnic or national origins)
- Religion or belief (including atheist beliefs and no religion or belief)
- Sex
- Sexual orientation (gay, lesbian, bisexual and heterosexual)

31. The Public Sector Equality Duty requires the Council, as a public sector organisation, to have due regard to equality and diversity in the carrying out of its procurement function to:

- Eliminate unlawful discrimination, harassment and victimisation as set out in the Equality Act 2010, i.e. remove or minimise disadvantages suffered by people due to their protected characteristics.
- Advance equality of opportunity, i.e. take steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Promote good relations between different groups, i.e. encourage people from protected groups to participate in public life or in other activities where their participation is disproportionately low

32. The Council is addressing this through:
- Building equality and diversity terms and conditions into standard procurement documents.
 - Providing guidance for potential and existing bidders that include demonstrating the business case for equality and diversity.
 - Assisting Council Officers in addressing equality and diversity in procurement activity including undertaking risk logs and Comprehensive Impact Assessments (CIAs), where required, that include equality and diversity at the start of the procurement process to build equality and diversity requirements into contracts where relevant to do so.
 - Monitoring contracts in respect of the undertaking of Comprehensive Impact Assessments and risk logs.
 - Monitoring compliance against equality and diversity requirements in contracts

Principles for Effective Procurement

33. The following principles will form the basis of all procurement activity in order to achieve value for money:

- Strategic procurement will support improved service delivery through the freeing up of resources and improving the quality of goods, services and works.
- Strategic procurement will ensure that the Council obtains value for money in the acquisition and management of its resources, balancing quality and cost.
- The Council will undertake all procurement activity within a corporate framework to enable all officers to obtain goods, services and works to the required quality in the most efficient manner.
- All procurement activity will be sustainable, supporting and promoting Council
- Policies and priorities, including equal rights, sustainability, social cohesion and economic regeneration.

34. The Council will ensure that procurement activity is undertaken in the most effective and appropriate manner, considering all options including (the following is not exclusive):

- Develop, promote and enforce the use of corporate contracts.
 - use consortia (for example, ESPO and the Government Procurement Service).
 - use approved nationally negotiated contracts (for example those arranged by East Midlands Property Alliance 'EMPA')
 - use approved e-procurement solutions
 - collaborative procurement with other Councils and organisations.

- develop strategic partnerships, particularly where these will deliver significant service improvement and / or efficiencies.
- All procurement activity will be assessed on a whole life costing and benefits basis with due regard to risk.
- Procurement activity will be transparent (and fully compliant with the Freedom of Information Act), fair, consistent and be undertaken to the highest standards of probity and accountability. Procurement decisions must be evidence based.

35. The Council will manage strategic procurement through its Central Procurement Team. The service will not be a central buying unit but it will be a corporate resource which leads on letting corporate contracts and supporting projects, whilst allowing departmental purchasing officers (who have best knowledge of their particular requirements) to procure locally within a clear corporate framework. It will provide support to departmental purchasing officers in undertaking high value/high risk procurements and monitor procurement activity across the Council. The service will comprise a small team of skilled and experienced officers, and the activity of the service will be predicated on maximising benefits for the Council overall.

36. The training and development needs of all officers buying for the Council will continue to be assessed, and the Central Procurement Team will maintain a list of all officers that buy for the Council to ensure that they are informed of new corporate contracts and developments in procurement.

37. It is important that procurement is seen and managed as a component of the commissioning cycle, illustrated in the following diagram:



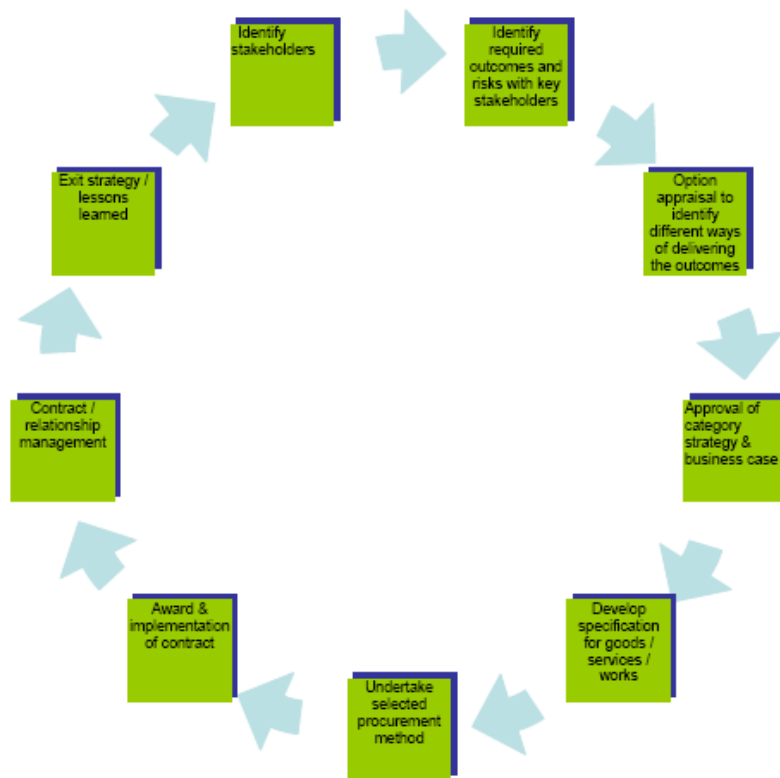
38. Strategic Framework and Corporate Objectives: - Procurement activity will operate within a strategic framework consisting of this Corporate Procurement Strategy and Contract Procedure Rules. Procurement activity must be carried out in a manner which supports the Council's strategic priorities and the

Corporate Plan, including contributing to a safe and healthy environment, supporting the local economy, promoting equality, and being open, responsive, honest and accountable to the public in its decision making.

39. Prioritise and Plan: - Strategic procurement activity will be planned over a three year cycle with annual Procurement Plans to be agreed by Cabinet. It will be undertaken in a performance management environment and will prioritise areas of activity that will generate significant savings or improved quality, and/or contribute to corporate priorities and service improvements. Localised service procurement activity will also be planned in order to avoid “panic” buying and ensure that the service optimises its supply of all necessary goods and services. Good planning will allow common areas of spend across the authority to be aggregated in order to obtain economies of scale and secure value for money.

40. Options Appraisal and Service Delivery: - Procurement decisions need to be taken such as whether it is necessary to obtain the goods, services or works, and whether they should be obtained internally or externally. Decisions also need to be made as to the most appropriate route to procure goods, services and works to ensure that the Council achieves value for money. Option appraisals will include alternative models of service delivery including shared services with other public sector organisations, outsourcing of services and collaborative opportunities.

41. Procure Solutions - The actual procurement process will depend on the required outcomes, but a typical process is illustrated in the diagram below. In all cases the process must comply with the Council’s Contract Procedure Rules.



42. Monitor and Review: - The monitoring and management of contracts is a critical factor, and can make the difference between a successful contract and a failed one. Contractual arrangements should be effectively managed and monitored throughout the contract duration. All contracts should include quality and performance standards which are monitored and reviewed by a nominated officer. Contracts will be subject to continual review and vendor appraisal exercises. Similarly, benchmarking should be undertaken on a planned basis in liaison with both public and private sector organisations to measure the effectiveness of procurement decisions. A good working relationship should be developed with all suppliers, with liaison meetings with major suppliers held at suitable intervals. Plans should be made well in advance of the expiry of a contract for re-letting it based on a review of previous and current arrangements and performance.

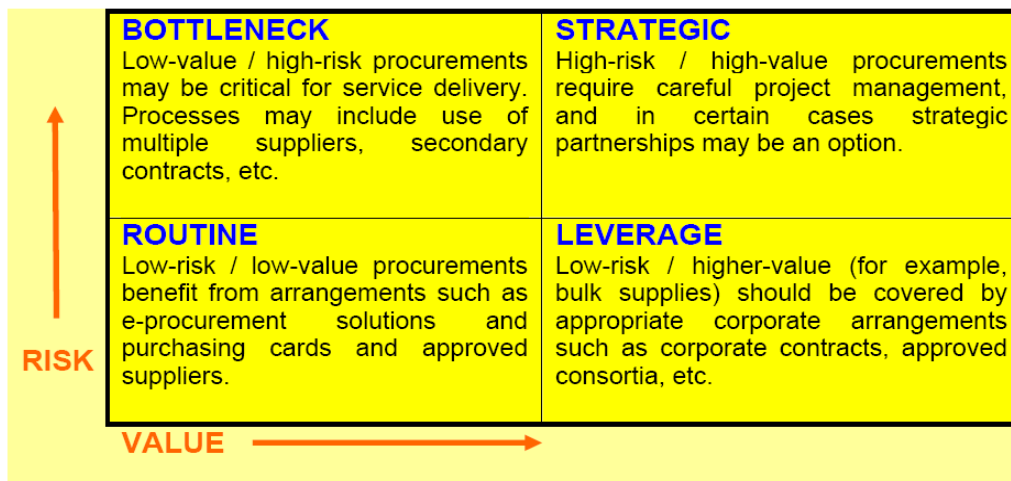
43. The Procurement Toolkit and Contract Compliance Rules should be used for guidance on all of the above stages of the procurement cycle.

44. Procurement Analysis - The choice of procurement method will be dependent on the strategic importance, the value of the goods, services or works, and the potential risk associated with each procurement option. Different procurement options will be suitable for different goods and services and will involve undertaking different practical steps to achieve the desired outcome. The Council will develop its overall management of procurement by modelling its

requirement on a risk/value matrix, illustrated below. Equally, individual procurement decisions should also be considered on their own merits following an appraisal of the suitable procurement options. It is important that the option selected is the one most likely to deliver optimum value for money for the Council and its citizens, and tenders should thus be evaluated using a balanced scorecard evaluation model.

45. The following diagram illustrates the possible procurement options available:

Diagram: Procurement Analysis



Value for Money

46. The Council remains committed to achieving Value for Money, in order to demonstrate economy, efficiency and effectiveness of service delivery. Procurement decisions such as whether to continue to provide the goods, services or works, and whether to provide them internally or externally are central to this requirement.

47. It is essential that the Council not only adopts processes to secure best value, but can evidence the efficiencies obtained and also has to the ability to radically re-think and re-shape the way the Council undertakes procurement so that continuous improvement becomes a key element of its strategy.

48. The Council is therefore:

- driven by optimising outputs and results
- driving down the cost of goods and services procured by the Council
- balancing quality and cost
- responding promptly and effectively to service and residents requirements
- minimising administrative processes and unnecessary bureaucracy
- ensuring simple or routine transactions can be carried out in the most efficient manner
- considering all options in obtaining the most appropriate solution
- valuing innovation and creativity
- using competition to obtain best value
- proactively supporting the Council's policies and priorities
- complying with legislation
- being transparent and accountable.
- working with other public sector organisations in order to achieve value for money and maximise economies of scale for routine supplies.

49. In order to demonstrate value for money, the following is built into procurement activity:

- procedures to manage contractual arrangements are established with performance measured and reported, including benchmarking arrangements.
- procurement procedures and processes are regularly reviewed.
- the management of risk is an integral part of the procurement process.
- the Council invests in procurement training and systems to support the procurement process.
- every contract must be properly managed by an identified contract manager who will possess adequate contract management skills and experience.

50. The Council has a range of in-house services and unless otherwise approved by the relevant Strategic Director (for the in-house service), external businesses will not be used where the requirement can be delivered in-house. Should the Council take a decision that an in-house service be exposed to competition, it will undertake this in an open and fair manner, and ensure that:

- staff and their representatives are fully and properly consulted
- appropriate outcomes, performance standards and monitoring processes are developed
- all information required for a due diligence process is identified and collected
- innovation is encouraged
- relevant Council policies and priorities are incorporated into any specification
- probity, accountability and competitive neutrality is ensured and conflict of interest is avoided or managed
- the responsibilities and accountabilities of all parties are explicit.

51. A key objective of this procurement strategy is to provide a means to improve quality and efficiency by harnessing competition. This can be through either:

- Indirect competition - (for example, via benchmarking, market testing or external challenge). The Council will assess the competitiveness of different functions by reference to other Councils and organisations. In addition to comparing performance, this provides a vehicle for individual and organisational development, learning from experience and good practice.
- Direct competition - (i.e. alternative means of procurement). The 'best value' review process will enable the Council to consider whether alternative means of procurement or service delivery is appropriate.

52. Construction - This is one of the Council's largest areas of spend and includes building and planned maintenance. Traditional approaches to construction-related procurement have tended to be adversarial and often result in overspend or project over-runs. The Council is applying appropriate principles to construction-related procurement activity through the development of partnering contracts and innovative solutions, including a strategic partnership with SCAPE/EMPA.

53. Consultants - The Council will have an ad-hoc requirement to use external consultants and advisers to provide specialist advice and services not available within the Council and to provide support and challenge for major projects. The procurement, utilisation and management of consultants (and assessment of the resulting required outcomes) should be managed in accordance with guidance issued in the Contract Procedure Rules.

Performance Management in Procurement

54. Procurement activity, like all other Council activities, should be undertaken in a performance management environment. Key issues to consider in respect of performance management include:

55. Efficiency - Ensuring that we are driving down the cost of the goods, services and works we procure without compromising quality by securing contracts which are obtained by the Most Economically Advantageous Tenders (MEAT) tendering procedures. Contracts approaching an optional extension period are an ideal opportunity to reduce costs with existing suppliers. Our contracted suppliers can often suggest ways for the Council to make savings so contract managers should be in constant dialogue with their suppliers to ensure costs are kept to a minimum.

56. Planning - Planning annual procurement activity in advance will enable officers to undertake procurement in a more structured manner, identify options and prepare properly.

57. Specifications - Where possible should include measurable outputs or outcomes, performance standards or other appropriate measures by which the contract can be assessed.

58. Contract Management - This is a major factor in the success or failure of a contract. All contracts should have a nominated officer with responsibility for monitoring and managing the contract, including the development of relationship management.

59. Risk Based Approach to Procurement - Risk will be managed throughout the procurement cycle to ensure that risks are identified and managed by the most appropriate stakeholder. Risk registers shall be prepared for all procurement processes in accordance with the Contracts Procedure Rules and will be revisited at key milestones in the procurement process and throughout the life of the contract.

60. Review - It is important that lessons are learned (what went well, what didn't go well), in order to inform future procurement decisions. Problems encountered in a project should be fed into risk analysis models for future projects.

61. Training and Development - The key to delivery of effective public sector procurement requires people who are suitably trained and qualified to provide the necessary "professional" input. This ranges from a formal procurement qualification and wide experience, to knowledge of basic procurement techniques. The level of expertise required depends on the frequency and complexity of the procurement activity in individual posts.

62. Project Management - Any project which involves significant risk including: staff transfer; significant implications across a number of service areas or significant potential for reputation or financial risk, will be managed in an appropriate manner using the Council's approved project management methodology. In addition, progress reports will be provided through the project governance structure and/or the Senior and Corporate Management Teams, as appropriate, at key milestones.

Partnerships and Partnering

63. The Council acknowledges the importance of partnerships in delivering services. It already benefits from a range of partnerships (with private, public and voluntary organisations).

64. The process of carrying out fundamental performance reviews will foster an open and constructive dialogue with all those involved or who may have something to contribute, be it from within the Council itself, or through partnership arrangements with the private and/or voluntary sectors. The Council will encourage the development of new methods or approaches to procurement that will deliver services more efficiently, effectively and economically.

65. The Council already delivers a range of services via the Voluntary and Community Sector, such as John Storer House Foundation and the Charnwood Citizens Advice Bureau. In specific instances (subject to the evidence of a robust business case), a properly procured and managed strategic service delivery partnership can deliver ways in which the Council can realistically achieve step-changes in service quality. Strategic partnering can provide access to new skills, resources and ways of doing things and allow for innovation and the pursuit of difficult or long-term goals. Partnerships can provide access to investment, skills, and new opportunities that the Council is unable to acquire alone.

66. The Council is committed to exploring all options in order to provide the quality services required for now and the future.

E-Procurement

67. E-procurement is "doing business" electronically. All purchase orders should be placed using the Council's Agresso procure-to-pay system. The benefits of e-procurement include:

- delivering savings through streamlining the internal procurement procedures and processes
- providing a framework to ease the ordering of goods, services and works whilst maintaining compliance with legislation
- improving services

68. The Council adopts a comprehensive set of e-procurement solutions that include:

- The Agresso procure-to-pay solution across the Council streamlines the process from initial requisition through to the payment of the invoice. The system is fully integrated with the Council's financial system and currently over 70% of orders are placed this way.
- The BiP Solutions Contract Management System an electronic tendering solution which facilitates the complete tendering process from the advertising of the requirement through to the placing of the contract. This includes the exchange of all relevant documents in electronic format.
- E-auctions where appropriate. An e-auction or reverse auction allows suppliers to compete for the council's business by outbidding each other in terms of quality, price and/or other criteria. The e-auction allows this to take place 'real-time' on the internet.

69. Advancement in technology is eliminating unnecessary cost from the procurement process and releasing resources to be utilised more efficiently elsewhere. The integrated procure-to-pay process across the Council has delivered real savings and improved management information.

70. E-procurement also allows authorities to work collaboratively to achieve economies of scale and shared expertise and knowledge as demonstrated by the Leisure Centre Management Joint Procurement Contract.

71. The Council is an active partner in the Leicester and Rutland procurement Forum and the East Midlands Cities and Districts Procurement Forum to identify collaborative opportunities, streamline the procurement process and further enhance the use of e-tendering.

Code of Conduct for Procurement

72. All procurement activity must be undertaken to the highest standards of ethics and probity. The Council insists on ethical standards from its suppliers, and in turn it must exhibit the highest ethical standards itself. Officers and members must not only be fair and above board in all business dealings, but should also avoid any conduct that is capable of having an adverse interpretation put on it.

73. As a condition of employment, all employees must adhere to the Officers' Code of Conduct including the requirements it contains in respect of registering interests and gifts and hospitality. Amongst other things, the Code requires employees to:

- declare in writing to the Council for recording in the Register of Interests, any financial interests which could conflict with the authority's interests including any contracts with the Council in which

they or their partner have a pecuniary interest and any current or previous relationship with suppliers or potential suppliers they will be involved with as a result of their Council employment

- award contracts only on merit in accordance with the Council's rules and procedures and not conduct themselves in a manner that shows favour, or suggests favour might be shown, to particular suppliers
- not disclose confidential information to which they have access
- decline offers of hospitality and gifts (other than those of token value) from suppliers.

End



Procurement Strategy

2019-2024

Date: May 2018

Reviewed: May 2018

Next Review Due: April 2024

Introduction

This Strategy sets out what procurement is and the procurement objectives for Charnwood Borough Council (CBC) which are required to assist in meeting CBC's overall vision and priorities, as laid out in the Corporate Plan. The aim of effective procurement is to ensure the Council achieves value for money with its limited financial resources and complies with statutory requirements.

Our Vision and Priorities

Our vision is to retain and improve the quality of life and prosperity of Charnwood Borough, for now and future generations, to make it one of the best places to live and work in the Country. Our priorities are set out below, and are reinforced by our values: Creating a Strong and Lasting Economy, Every Resident Matters and Delivering Excellent Services

Insert Corporate Plan Here

What is procurement?

Procurement is the process of obtaining works, supplies and services to enable the Council to deliver its priorities as outlined through the Corporate Plan. In procuring works, goods and services the Council continuously seeks to deliver best value and to have a transparent process which is open to scrutiny at all levels. With reducing funding, it is essential that procurement delivers value for money and efficiency savings throughout the Council.

Commercialisation is the process of delivering our existing services in new and different ways, to increase income and profit margins, improve customer experience or reduce costs. Commercialisation is undertaken in the context of the public-sector environment in which we operate. Councils face restrictions on what they can carry out as a commercial purpose, how and where they can charge for services, and in which capacity they can trade and each case should be individually judged to determine what is the best way forward.

What are Procurement's key objectives 2019-2024?

Six key objectives seek to:

- **Simplify and improve procurement processes** through revising the Council Standing Orders and procurement documentation. CBC is and has been facing funding reductions. Procurement plays an important role in assisting teams to deliver services within this environment. By revising contract standing orders, the processes involved can be simplified and made more efficient. However, current procurement legislation is complex and is a statutory requirement, with the potential for costly legal challenges if breaches occur, and this needs to be borne in mind when revising practices. Creative solutions can, though deliver innovative contracts, which provide other value for money benefits such as revenue generation, social value, discounts and training.
- **Consider procurement options** before going out to the market to ensure the right outcome is achieved. If tendering is decided upon as the right solution, ensure that it is an attractive opportunity to the market by encouraging more SMEs to bid for opportunities through forward planning, wider advertising and market engagement. Seek to promote bid opportunities by ensuring projects are well developed and allow the market to actively engage in contract opportunities. Simplify the procurement process and contract management to assist in raising procurement standards within the public sector and encourage more suppliers to participate in contract opportunities. This approach will also assist in attracting the best contractors and maximizing value for money in delivery of the Council's priorities.
- **Support all suppliers** particularly local suppliers which are very important to supporting the local economy. Pro-actively work with local suppliers to encourage them to bid for contract opportunities within the public sector. This will be achieved by alerting them to opportunities on the Council's website in relation to the Council's contracts, encouraging them to register with the European Union advertising portal for larger contracts and the Governments national advertising portal contracts finder for lower value contract opportunities within the public sector. Positively engage with Businesses so that they understand how best to deliver bids for public sector contracts. For contract opportunities, the procurement principles of fairness, equal competition, equal treatment, proportionality and non- discrimination will be applied to suppliers.
- **Introduce formal performance indicators and contract management** on strategic contracts to ensure suppliers meet their obligations and that the Council achieves value for money. Performance indicators and contract management will cover risk, compliance, satisfaction, value for money, complaints and continued innovation. This process should feed into the next contract opportunity. With limited resource to carry out contract management, there is a requirement to maximise the benefits of this activity and therefore it is envisaged that performance indicators will be applied to any contract > £75k.
- **Provide innovative procurement solutions** within the existing Public Contracts Regulations 2015, UK law, and within the existing local government transparency and participate in future consultations on legislative changes and maintain ongoing compliance.

- **Access Procurement Consortia** to provide strategic and professional procurement services and to lead and collaborate on procurement opportunities which will assist CBC in achieving greater value for money and reduced procurement costs.

What are we going to do?

Procurement for the following contracts which provide services and supplies across the organisation:

- Cash Collection
- Legionella
- Cleaning Services and supplies
- Health and Safety services

Specifically, we will:

- Update on a monthly basis the Council's contract register which contain details of current contracts which exist or forthcoming procurements to alert potential contractors of future opportunities.
- Review Contract Standing Orders.
- More generally we will look to:
- Ensure the Council achieves best value through effective and efficient procurement and to ensure procurement processes are compliant with the Public Contract Regulations 2015, UK law and the Council's Constitution.
- Provide support to Businesses through pro-actively encouraging them to access Council procurement activities and embedding the importance of social value in procurement.
- Working with businesses to 'de-mystify' how to bid for public sector contracts.
- Actively promote how to do business with the Council **via the Website**.
- Ensure the Council's resources are managed effectively and provide value for money, reducing the risk to the Council's reputation and procurement challenge.

Medium/Longer Term Activities – to be delivered over duration of the strategy

- To provide procurement information in real time for Local Government Transparency Code
- To provide procurement services to suppliers to assist in winning more public sector opportunities
- To use technology to automate evaluation of appropriate elements of bid submissions
- To maximize the benefits of Social Value in contract opportunities for the community
- To continuously improve procurement processes

How will we measure our success?

- By improving and making procurement processes simpler through revising Standing Orders and procurement documentation, increase the number of participants per contract opportunity for the supply of Works, Service and Supplies based on traditional procurement processes.
- By recording the number of alternative options considered before commencing a particular procurement process.
- By measuring and monitoring key performance indicators within contracts > £75k and utilise this information to develop and enhance performance, ensuring continuous improvement throughout the life of the contract.

POLICY SCRUTINY GROUP – 10TH JULY 2018

Report of the Head of Landlord Services Cabinet Lead Member – Councillor Mercer

ITEM 9 HOUSING INCOME AND FINANCIAL INCLUSION POLICY 2018-2021

Purpose of Report

To enable the Group to review the draft Housing Income and Financial Inclusion Policy 2018-2021.

Action Requested

To consider the proposed Housing Income and Financial Inclusion Policy 2018-2021, which is appended to the report.

Reason

To scrutinise the Policy in a timely manner in accordance with the Group's work programme.

Background

This Policy sets out the Council's approach to collecting rent and service charges, preventing rent arrears, and supporting its tenants through financial inclusion.

Maximising housing income collection is central to funding the Landlord Services function, the delivery of its services, and the investment in its housing stock. Ensuring that rent arrears are kept to a minimum also helps to sustain tenancies, prevent homelessness and maintain stable communities.

Promoting and supporting Financial Inclusion through the provision of information, advice, and support on money, benefits and debt to our tenants is an integral part of our current approach. It helps to ensure rent payments are met and financial stress is minimised for the Council's tenants. It is important that tenancies are sustained and tenants can thrive and feel financially included.

The policy principles around housing income collection have been endorsed by both the Charnwood Housing Residents' Forum and the Housing Management Advisory Board. The Policy has been developed with further references around financial inclusion.

Background Papers: None

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Charnwood Borough Council

Housing Income and Financial Inclusion Policy 2018 - 2021

**Draft Version 2.0
June 2018**

1. Introduction and executive summary

- 1.1 Maximising housing income collection is central to funding the Landlord Services function. Ensuring that rent arrears are kept to a minimum also helps to sustain tenancies, prevent homelessness and maintain stable communities. The housing income team is responsible for collecting rent on current and former Council homes, garages, shops and temporary accommodation provided for homeless people under part VII of the Housing Act 1996 (as amended). This policy deals with income collection for current tenants of Council dwellings but also includes the consequential effect of dwelling rent arrears if that tenant holds a garage tenancy.
- 1.2 Financial inclusion is about ensuring everyone has the opportunity to access affordable and appropriate financial services. Financial exclusion has been defined as ‘the inability, difficulty or reluctance of particular groups to access mainstream financial services.’ This means that financial inclusion is about having the skills and knowledge to make good financial decisions as well as the ability to access good products and services. Without this, people risk becoming socially excluded.
- 1.3 Promoting and supporting Financial Inclusion through the provision of information, advice, and support on money, benefits and debt to our tenants is an integral part of our current approach. It helps to ensure rent payments are met and financial stress is minimised for our tenants. It is important that tenancies are sustained and tenants can thrive and feel financially included.
- 1.4 This policy will be supported by clear operating procedures, standard forms and letters in order to achieve the objectives set out in section 2 below.

2. Objectives of this policy

- 2.1 The objectives of this policy are:

-) to maximise rental income to the Council’s housing revenue account from its current tenants;
-) to prevent and reduce rent arrears;
-) to have rigorous, firm but fair operating procedures to recover unpaid rent;
-) to act early in identifying tenants who are vulnerable¹ and who may be at risk from tenancy failure through non-payment of rent and to make all reasonable efforts to obtain clearance of a debt at the earliest possible stage, including supporting tenants to maximise their income through, for example, applying for unclaimed benefits;
-) to view eviction as a last resort in the majority of cases;

¹ For the purpose of this policy vulnerability is defined in its widest sense to cover not only tenants with disabilities but those with substance abuse issues, young people leaving care, people from abroad, people leaving prison, supported housing or other institutions, people who have experienced long periods of homelessness or chaotic living and those with high levels of debt and a history of failing to manage their personal finances.

-) to make all reasonable efforts to help prevent tenants being evicted from their homes through rent arrears by offering appropriate support from within the Council and through outside agencies at the earliest appropriate opportunity;
-) to operate our procedures in compliance with the Equality Act 2010 (and any successors), and the Council's equality and diversity policy;
-) to operate our procedures in compliance with the county court pre-action protocol for possession claims by social landlords and its successors;
-) to support tenants to maximise their income to sustain their tenancy;
-) to promote and support financial inclusion to ensure rent payments are met and financial stress is minimised for our tenants;
-) to support staff involved in delivering this policy's objectives in their professional and personal development through effective training.

2.2 While the overall emphasis of this policy is on arrears prevention, arrears recovery and tenancy sustainability, it has to be recognised that on occasion this will not be sufficient and that, regrettably, legal action will have to take place to recover the debt and this might, on occasion, have to lead to eviction.

3. Scope of this policy

3.1 This policy applies to all current tenants of Council-owned dwellings.

4. Policy statement

4.1 Prevention and Financial Inclusion

4.1.1 Work to try to prevent rent arrears from accumulating, including a pre-tenancy assessment, should start before the start of a tenancy. We recognise that our tenants may be among the most disadvantaged and excluded in the Borough and very likely to be reliant on state benefits for their income and for whom support at this stage will be crucial. In terms of rent payments, advice, information and, if appropriate, support will be given at housing application stage. The Council will explain the tenant's responsibilities and the consequences of accumulating rent arrears.

4.1.2 That information, advice and support will be repeated and built upon when the tenant signs up to their new tenancy. Included in that will be a clear explanation of the differences between an introductory and secure tenancy, not only in terms of the fewer rights enjoyed by an introductory tenant but also the increased powers and ease of the landlord to evict an introductory tenant against a secure tenant. A similar process will also take place with tenants signing up for a non-secure tenancy where the Council is providing temporary accommodation in fulfilling its statutory homelessness and homelessness prevention duties.

4.1.3 Unless it is considered unfair and unreasonable to do so, new tenants will be requested to pay at least one week's rent when signing up for their tenancy.

- 4.1.4 The signing-up process will include assisting the new tenant to complete an application form for housing benefit and/or universal credit.
- 4.1.5 The tenant's responsibility to pay their rent will be repeated and reinforced at the new tenant visit, which is carried out within the first four weeks of the new tenancy's start date. This includes stressing their responsibility for ensuring rent is paid even if it is paid by a third party, for example, in the form of housing benefit.
- 4.1.6 Referral to the tenancy support and/or financial inclusion teams may be made

-) during the stages before sign-up;
-) at sign-up;
-) during the early weeks of the new tenancy;
-) throughout the life of the tenancy

if vulnerabilities are identified where intervention and support might prevent arrears accumulating in the first instance, help reduce and clear them once accumulated or help reduce the risk of their recurrence. Financial inclusion support may also be offered to tenants who are not in arrears but who have been identified as being at risk from accumulating arrears through low incomes that might be enhanced through intervention and support from that team.

4.2 Recovery

- 4.2.1 Work to recover rent arrears will begin at the earliest stage, mindful of any outstanding benefits to be paid such as housing benefit or universal credit. Every effort should be made to establish eligibility for benefits and take into account the possible effects of changes in benefits.
- 4.2.2 Recovery work will always be on the principle that small debts are easier to recover than large debts, that every large debt was once a small debt and that we aim to prevent rent arrears at the very earliest stage.
- 4.2.3 While our position with small debts is that they should be cleared in full, we are realistic in acknowledging that, for many, that is not possible and affordable and reasonable arrangements will be offered where appropriate to clear the debt in instalments.
- 4.2.4 Throughout the recovery process we will comply with operational procedures at all times in order to provide a fair and equitable service. The approach taken will be suitably tailored where appropriate depending on the individual's circumstances and vulnerabilities.
- 4.2.5 We acknowledge that, despite our best endeavours, some tenants will not clear their arrears and we will have to start legal action to recover the debt. Legal action might, in a small number of cases, lead to the re-possession of someone's home.

- 4.2.6 If a tenant is being paid universal credit and is in rent arrears we may, where we consider the circumstances to merit such action, apply to the Department of Work and Pensions (or its successors) to have a sum deducted from their universal credit and paid to us directly.

4.3 Legal action

- 4.3.1 When non-legal² attempts to clear or reduce rent arrears have failed and operational procedures require, the various stages of legal action will be started. These stages comprise, but may not be limited to:

-) service of notice of possession proceedings for introductory tenancies; or
-) service of notice of seeking possession for secure tenancies; or
-) service of notice to quit for non-secure tenancies³;
-) applying to the county court for possession proceedings;
-) applying to the county court for a money judgment through small claims court action for small, static and persistent arrears;
-) being granted a mandatory possession order for introductory tenancies;
-) being granted a suspended possession order for secure tenancies;
-) being granted an outright possession order for secure or non-secure tenancies³;
-) being granted a money judgment with or without a possession order;
-) applying to the county court for permission to apply for a warrant of eviction for suspended possession orders on secure tenancies;
-) applying for a warrant of eviction for introductory tenancies and outright orders on secure and non-secure tenancies;
-) enforcing a warrant of eviction.

4.4 Tenants with garages

- 4.4.1 In recognition that dwelling rent is the priority debt and we need to support tenants in meeting their priority debts over other debts, tenants renting a garage from us will not be allowed to keep their garage if:

-) they have a persistent, static, debt that they will not clear despite repeated attempts by us for them to do so;
-) they have been served with a notice of seeking possession or a notice of possession proceedings [introductory tenant] **and** when no

² By 'non-legal' we mean any action taken before a notice of seeking possession or, in the case of introductory tenants, a notice of possession proceeding is served.

³ tenancies created in the Council fulfilling its statutory duty to provide temporary accommodation through homelessness legislation

- satisfactory agreement to clear the debt has been entered into by the time we are able to file possession proceedings;
-) they have an existing possession order that is not being complied with.

5. Performance monitoring, target-setting and reporting

- 5.1 In pursuit of objective 2.1 – 2.2, annual targets will be set on a team and individual basis and in relation to performance indicators in 5.2 below.
- 5.2 We will monitor performance in relation to rent arrears and against any targets set at a team and officer level, including the following indicators:
 -) rent arrears expressed as a percentage of the annual rent debit;
 -) rent collected expressed as a percentage of rent due, with and without arrears brought forward;
 -) rent arrears by bandings in order to show the aged spread of the debt.
- 5.3 We will report performance, both internally and externally, in accordance with Council policy and procedure.
- 5.4 We will compare our performance with that of other organisations and we will seek to identify and implement excellent practice in rent arrears prevention and recovery.
- 5.5 We will continue to develop the service and seek best practice on the use of financial inclusion initiatives to ensure that tenants are fully supported. Key actions arising from this work will be included in our service plan for monitoring and implementation.

6. Multi-agency and team working

- 6.1 Income collection and debt reduction will be more successfully managed if there are effective relationships with other teams and agencies. We will strive to foster and nurture excellent relationships with such teams and organisations that include (but are not limited to):
 -) The Department of Work and Pensions;
 -) The revenues and benefits teams;
 -) The housing needs team;
 -) The tenancy management and support teams;
 -) External support agencies such as The Bridge and Citizens' Advice Bureau.

7. Training and development

- 7.1 We recognise that in order to achieve the objectives of this policy, staff must be suitably trained and that continual professional development is of benefit not just to the individual but to the Council also. This will be achieved by a

variety of methods, including:

-) effective induction training for new members of staff;
-) peer-to-peer mentoring;
-) job shadowing;
-) internal briefings on matters such as legislative changes;
-) internal and external refreshment training;
-) individual attendance at conferences, seminars and other external training events where there is a clear and direct benefit to the individual and the Council in respect of delivering the objectives of this policy.

8. Reviewing this policy

- 8.1 This policy will be reviewed every three years or if legislative, regulatory or corporate policy changes require an earlier review.

9. Policy responsibility and accountability

- 9.1 Responsibility for this policy and its associated operating procedures lies with the Head of Landlord Services.

10. Other policies and legislation

- 10.1 The following policies need to be taken into consideration in respect of this policy;

-) Equality and diversity policy;
-) Tenancy policy;
-) Tenancy support policy;
-) Anti-social behaviour policy;
-) Allocations policy;
-) Customer service policy.

- 10.2 Similarly, this policy has been created and should be implemented in conjunction with legislation including but not limited to:

-) Housing Act 1985;
-) Housing Act 1996;
-) Housing And Regeneration Act 2008;
-) Equality Act 2010;
-) Localism Act 2011;
-) Housing and Planning Act 2016;
-) Homelessness Reduction Act 2017

Agenda Item 10|

POLICY SCRUTINY GROUP – 10TH JULY 2018

Report of the Head of Strategic Support

ITEM 10 PROGRESS WITH PANEL WORK

Purpose of Report

To update the Group on the current position regarding scrutiny panels.

Background

The Scrutiny Management Board is responsible for establishing scrutiny panels and determining their scope, terms of reference and timing, and considering and approving recommendations from scrutiny panels. The Policy Scrutiny Group is responsible for monitoring the progress and methods of scrutiny panels against the work programme and timetable agreed by the Scrutiny Management Board.

Current Position

At its meeting on 24th January 2018, the Scrutiny Management Board commissioned a new scrutiny panel on the Council's five-year housing land supply. A copy of the scope document for the panel is attached as an appendix.

The panel began its work with an informal meeting to receive a briefing and plan the delivery of its scrutiny review. Further meetings have taken place and been scheduled on the dates set out below for evidence gathering.

Wednesday, 18th April 2018 – gathering evidence from developers

Wednesday, 6th June 2018 – gathering evidence and good practice from the highways authority and neighbouring authorities

Wednesday, 5th September 2018 – gathering evidence from Council Officers and the Lead Member for Planning, Inward Investment and Tourism Strategy

Background Papers: None

Officer to contact: Michael Hopkins
Democratic Services Officer
(01509) 634969
michael.hopkins@charnwood.gov.uk

REVIEW TITLE: Five Year Housing Supply

SCOPE OF ITEM / TERMS OF REFERENCE

There is a need to explore upcoming developments in Charnwood, including sites at North East Leicester, West of Loughborough and North of Birstall to find out the stages of development and how soon they are to be built (and any slippage).

The Panel should consider the national context of housing supply and investigate the reasons why the Local Planning Authority is unable to demonstrate a five year housing land supply, in conjunction with other local authorities in Leicestershire, and identify what can realistically be achieved.

Following the fact finding stage, the Panel would then draw on good practices from elsewhere and consider if there are any areas for improvement or change, and whether they sit with other policies, including national policies, and practices within the Council.

REASONS FOR SCRUTINY

To clarify timescales and current position of the three strategic sites.

To clarify and understand reasons for slippage.

To understand obstacles that exist to obtaining a five year land supply.

To look at measures needed to keep strategic balance in line with Core Strategy Policy SC1 and the Defined Settlement Hierarchy.

To provide public reassurance that scrutiny is looking at the matter.

Note: Background information to the request for this panel was submitted by Councillor Snartt and attached to the draft scope document considered by the Scrutiny Management Board at its meeting on 24th January 2018.

MEMBERSHIP OF THE GROUP

Chair – Councillor Taylor.

Councillors Gaskell, Hamilton, Hayes, Pacey, Seaton and Snartt

WHAT WILL BE INCLUDED
<p>Position Statements from Local Planning Authority and Developers involved with Strategic Development Sites.</p> <p>Gaps and obstacles in the planning process to maintain a five year supply.</p> <p>Understand communication links and meeting outcomes between the Local Planning Authority and Developers.</p> <p>Analysis of current position with Strategic Development Sites.</p> <p>Recommendations to maintain the Local Planning Authority's five year supply.</p>
WHAT WILL BE EXCLUDED
<p>Planning processes that do not focus on maintaining a five year supply.</p>
KEY TASKS * * including consideration of efficiency savings
<p>Gathering views of Leicestershire councils.</p> <p>Interviewing witnesses, including regarding national policy.</p> <p>Interviewing Charnwood planning officers.</p> <p>Meeting with the Growth Advisory Group</p> <p>Compiling information around engagement processes with developers and other associated procedures and processes.</p>
STAKEHOLDERS, OUTSIDE AGENCIES, OTHER ORGANISATIONS *
<p>Strategic Director Charnwood Borough Council</p> <p>Lead Member Planning Charnwood Borough Council</p> <p>Head of Planning Charnwood Borough Council</p> <p>Developers of strategic sites North East of Leicester, West of Loughborough and North of Birstall. (e.g. William Davies, Davidsons, David Wilson Homes, Persimmon Homes)</p> <p>Leicestershire County Council Highways</p>
EQUALITY IMPLICATIONS
<p>Is an impact needs assessment required? – to be considered at the Panel's penultimate meeting</p>
LINKS/OVERLAPS TO OTHER REVIEWS
<p>None</p>
RESOURCE REQUIREMENTS
<p>Support from Democratic Services can be accommodated.</p>
REPORT REQUIREMENTS (Officer information)
<p>None (at this stage)</p>

REVIEW COMMENCEMENT DATE	COMPLETION DATE FOR DRAFT REPORT

* Key tasks and stakeholders may be subject to change as the review progresses.

PROGRESS OF PANEL WORK

MEETING DATE	PROGRESS TO DATE

REPORT SUBMITTED TO SCRUTINY MANAGEMENT BOARD

The Panel should aim to complete its work within 6 months and submit its report to the SMB meeting in Autumn 2018.

POLICY SCRUTINY GROUP – 10TH JULY 2018

Report of the Head of Strategic Support

ITEM 11 WORK PROGRAMME

Purpose of the Report

To enable the Group to consider its work programme and propose to the Scrutiny Management Board any additions, deletions and amendments as appropriate.

Background

The Scrutiny Management Board agreed the Scrutiny Work Programme at its meeting held on 13th June 2018 and the section covering the Group is attached as Appendix 1. The Board made the following additions to the Group's work programme at that meeting which had been requested by the Group at its meeting on 24th April 2018.

-) Procurement Strategy – 10th July 2018
-) Housing Financial Inclusion and Income Management Strategy – 10th July 2018
-) Open Spaces Strategy – 25th September 2018
-) Adaptations Policy – 25th September 2018
-) Gambling Act Statement of Principles – 25th September 2018
-) Children and Young People Strategy – 13th November 2018
-) Tenancy Support Policy – 5th February 2019
-) Business Plan – 5th February 2019
-) ICS Strategy – 9th April 2019.

The Board also resolved to include an item in respect of the Lightbulb Service Implementation Update to the Group's work programme and scheduled consideration of it for 25th September 2018. As a consequence the Board removed the item from the Overview Scrutiny Group's work programme.

An updated version of the Notice of Key Decisions and Decisions to be Taken in Private was published on 6th June 2018, and a copy is attached as Appendix 2.

There are a number of items in the Group's work programme which remain to be scheduled. There are no further updates in respect of the Tenancy Strategy and Policy, Houses in Multiple Occupation Accreditation Scheme, and Houses in Multiple Occupation Licensing Policy.

Actions Requested

1. To note the changes made by the Scrutiny Management Board to the Group's work programme.
2. To note the current position with the Group's work programme and the Notice of Key Decisions and Decisions to be Taken in Private, and to consider any

changes that the Group wishes to make, or recommend that the Scrutiny Management Board makes, to its work programme.

Reasons

1. To acknowledge the decisions made by the Board.
2. To make the Group aware of the current position with its work programme and to consider any additions, deletions and amendments as appropriate.

Appendices

Appendix 1 – Work Programme

Appendix 2 – Notice of Key Decisions and Decisions to be Taken in Private

Background Papers: None

Officer to contact: Michael Hopkins
Democratic Services Officer
(01509) 634969
michael.hopkins@charnwood.gov.uk

Scrutiny Work Programme

APPENDIX 1

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Policy Scrutiny Group	10 July 2018 (standing item at every meeting)	Work Programme	To consider items for future meetings	To allow the Group to identify items for which scrutiny is required and make recommendations, as appropriate, to Scrutiny Management Board.	M. Hopkins (agenda) Lead Officer (meeting)	To include consideration of the latest Key and Exempt Decisions Notice (See SMB, min 38.2, 2015/16).
Policy Scrutiny Group	10 July 2018 (standing item at every meeting)	Progress With Panel Work	To consider updates on the work of scrutiny panels.	Section 6.1 of the Council's Constitution states that Policy Scrutiny Group will monitor the progress and methods of scrutiny panels against the work programme and timetable agreed by Scrutiny Management Board.	M. Hopkins (agenda) Lead Officer (meeting)	
Policy Scrutiny Group	10 July 2018 (six-monthly item)	Performance Scrutiny Panel Update	The six monthly update report to include details of issues, changes and challenges faced by the Panel	Agreed by PSG on 17 August 2010 that the Performance Scrutiny Panel reports the position with its work programme to PSG every six months.	A. Ward/ S. Kinder/ Councillor Fryer	See PSP 31 March 2015 min 34, Retaining Momentum for Benchmarking in 2015/16. Last considered 11 July 2017. Rescheduled by Chair and Vice-chair on 16 January 2018 and 15 March 2018

Scrutiny Work Programme

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Policy Scrutiny Group Page 102	10 July 2018	Single Local Plan	<p>To enable the Group to scrutinise the development of the Single Local Plan and in particular the effectiveness of the initial consultation and how the results would be used in the next stage of the process.</p> <p>To include further information regarding options for the timing of scrutiny of subsequent stages of the development of the new Local Plan, with an aim for that to take place at the Group's meeting scheduled for 25th September if possible.</p>	To ensure appropriate scrutiny of the development of the Local Plan.	R. Bennett/ D. Pendle	<p>Agreed by SMB 15 June 2016.</p> <p>Last considered by the Group on 24 April 2018 at which update on Local Development Scheme was also considered and the focus for further scrutiny was confirmed (min 46).</p>
Policy Scrutiny Group	10 July 2018	Procurement Strategy		To ensure consideration of policies and strategies by the Group where its scrutiny can add value.	TBC	Agreed by SMB 13 June 2018.
Policy Scrutiny Group	10 July 2018	Housing Financial Inclusion and Income Management Strategy		To ensure consideration of policies and strategies by the Group where its scrutiny can add value.	TBC	Agreed by SMB 13 June 2018.
Policy Scrutiny Group	25 September 2018	Open Spaces Strategy		To ensure consideration of policies and strategies by the Group where its scrutiny can add value.	TBC	Agreed by SMB 13 June 2018.

Scrutiny Work Programme

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Policy Scrutiny Group	25 September 2018	Adaptations Policy		To ensure consideration of policies and strategies by the Group where its scrutiny can add value.	TBC	Agreed by SMB 13 June 2018.
Policy Scrutiny Group	25 September 2018	Gambling Act Statement of Principles		To ensure consideration of policies and strategies by the Group where its scrutiny can add value.	TBC	Agreed by SMB 13 June 2018.
Policy Scrutiny Group	25 September 2018	Lightbulb Service Implementation Update			A. Simmons	Added by SMB 13 June 2018 (min 6.6) (and removed from OSG Work Programme).
Policy Scrutiny Group	13 November 2018	Children and Young People Strategy		To ensure consideration of policies and strategies by the Group where its scrutiny can add value.	TBC	Agreed by SMB 13 June 2018.
Policy Scrutiny Group	05 February 2019	Tenancy Support Policy		To ensure consideration of policies and strategies by the Group where its scrutiny can add value.	TBC	Agreed by SMB 13 June 2018.
Policy Scrutiny Group	05 February 2019	Business Plan		To ensure consideration of policies and strategies by the Group where its scrutiny can add value.	TBC	Agreed by SMB 13 June 2018.
Policy Scrutiny Group	09 April 2019	ICS Strategy		To ensure consideration of policies and strategies by the Group where its scrutiny can add value.	TBC	Agreed by SMB 13 June 2018.

Scrutiny Work Programme

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Policy Scrutiny Group	To be scheduled	Tenancy Strategy and Policy		To scrutinise a new or revised policy in a timely fashion.	A. Simmons	Agreed by SMB on 29 March 2017 (min 41.2).
Policy Scrutiny Group	To be scheduled	Houses in Multiple Occupation Accreditation Scheme		To scrutinise a new or revised policy in a timely fashion.	A. Simmons	Agreed by SMB on 29 March 2017 (min 41.2).
Policy Scrutiny Group	To be scheduled	Houses in Multiple Occupation Licensing Policy		To scrutinise a new or revised policy in a timely fashion.	A. Simmons	Agreed by SMB on 29 March 2017 (min 41.2).



**FORTHCOMING KEY
DECISIONS AND DECISIONS
TO BE TAKEN IN PRIVATE
BY CHARNWOOD BOROUGH
COUNCIL'S EXECUTIVE**

**Published
6th June 2018**

What is a Key Decision?

A key decision is one which:

- commits the Council to expenditure, savings or increases or reductions in income of £100,000 or more in any financial year;
- makes proposals in relation to the budget or the policy framework under Budget and Policy Framework Procedure 14.2(a); or
- will result in the closure of any facility from which Borough Council services are provided or a reduction by more than 10% in the level of a discrete service provided.

In other cases the impact of the decision will be considered in terms of the strategic nature of the decision, the effect on the amenity of the community or quality of service provided by the Council to a significant number of people living or working in the locality affected, the size of the area affected and the likely public interest in the decision.

What is a Private Meeting?

Meetings of the Council's Cabinet are open to the public to attend. All or part of a meeting may be held in private, where the item of business to be considered may result in confidential or exempt information being disclosed. Definitions of confidential and exempt information are set out in the Access to Information Procedures in the Council's Constitution.

Representations

Members of the public are able to make representations about forthcoming key decisions to be taken by the Council's Executive, these should be made in writing (including via e-mail) to the responsible officer (details are listed for each proposed key decision). Members of the public are also able to make representations concerning proposals to hold a meeting in private, these should be made in writing (including via e-mail) to Democratic Services (contact details below). In both cases, representations should be submitted by midday on the working day preceding the date on which the decision is due to be taken.

Other information

This document supersedes all previous Forward Plans.

If you have any general queries, please contact:

Karen Widdowson
Democratic Services Manager
Charnwood Borough Council,
Southfield Road, Loughborough, Leicestershire, LE11 2TX
Tel: 01509 634785
Email: democracy@charnwood.gov.uk

FORTHCOMING EXECUTIVE KEY DECISIONS

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Bring Sites	To consider the removal of Bring Sites throughout the Borough.	Officer Delegated Decision	14th June 2018	Delegated Decision Document	No, but Delegated Decision Document will be publicly available.	Matt Bradford Head of Cleansing and Open Spaces Tel: 01509 634695 matthew.bradford@charnwood.gov.uk
Charnwood Grants	To consider applications for revenue funding received in round one of the Community Facilities Capital Grants and Community Development Grant Schemes for 2018/19.	Cabinet	14th June 2018	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Capital Plan Outturn 2017/18	To report the Council's capital expenditure results for 2017/18 subject to audit.	Cabinet	14th June 2018	Report	Yes	Clare Hodgson Head of Finance and Property Services Tel: 01509 634810 clare.hodgson@charnwood.gov.uk
General Fund and HRA Revenue Outturn Report (2017/18) and Carry Forward of Budgets	To report the Council's revenue expenditure results for 2017/18 subject to audit.	Cabinet	14th June 2018	Report	Yes	Clare Hodgson Head of Finance and Property Services Tel: 01509 634810 clare.hodgson@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet Council	5th July 2018 3rd September 2018	Report	Yes	Clare Hodgson Head of Finance and Property Services Tel: 01509 634810 clare.hodgson@charnwood.gov.uk
Amendments to Annual Procurement Plan	To consider possible amendments to the Annual Procurement Plan.	Cabinet	5th July 2018	Report	Yes	Clare Hodgson Head of Finance and Property Services Tel: 01509 634810 clare.hodgson@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Charnwood Grants	To consider applications for revenue funding received in round two of the Community Facilities Capital Grants and Community Development Grants Schemes for 2018/19.	Cabinet	13th September 2018	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Provision of Environmental Services	To consider whether to extend the existing Environmental Services Contract or to commence a procurement exercise to secure services after June 2020.	Cabinet	13th September 2018	Report	Yes, unless exempt.	Matt Bradford Head of Cleansing and Open Spaces Tel: 01509 634695 matthew.bradford@charnwood.gov.uk
Amendments to Annual Procurement Plan	To consider possible amendments to the Annual Procurement Plan.	Cabinet	13th September 2018	Report	Yes	Clare Hodgson Head of Finance and Property Services Tel: 01509 634810 clare.hodgson@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet Council	13th September 2018 5th November 2018	Report	Yes	Clare Hodgson Head of Finance and Property Services Tel: 01509 634810 clare.hodgson@charnwood.gov.uk
Future Cemetery Provision for Loughborough	To consider this matter following further work to appraise the sites for a Cemetery for Loughborough, consultation on the viable options and setting out the preferred option.	Cabinet	13th September 2018	Report	Yes	Matt Bradford Head of Cleansing and Open Spaces Tel: 01509 634695 matthew.bradford@charnwood.gov.uk
Lightbulb Service Implementation Update	To consider an update on the implementation of the Lightbulb Service in Charnwood.	Cabinet	18th October 2018	Report	Yes	Alison Simmons Head of Strategic and Private Sector Housing Tel: 01509 634780 alison.simmons@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Medium Term Financial Strategy 2019-2022	To present a revised MTFs to Cabinet and Council for approval.	Cabinet Council	15th November 2018 21st January 2019	Report Report	Yes Yes	Clare Hodgson Head of Finance and Property Services Tel: 01509 634810 clare.hodgson@charnwood.gov.uk
Charnwood Grants	To enable Cabinet to consider applications for funding received in round three of the Community Facilities Capital Grants and Community Development Grants Schemes for 2018/19.	Cabinet	13th December 2018	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Draft General Fund and HRA 2019-20 Budgets	To seek approval to the Draft Revenue Budget for 2019-20 as a basis for consultation.	Cabinet	13th December 2018	Report	Yes	Clare Hodgson Head of Finance and Property Services Tel: 01509 634810 clare.hodgson@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet Council	13th December 2018 21st January 2019	Report	Yes	Clare Hodgson Head of Finance and Property Services Tel: 01509 634810 clare.hodgson@charnwood.gov.uk
Amendments to Annual Procurement Plan	To consider possible amendments to the Annual Procurement Plan.	Cabinet	13th December 2018	Report	Yes	Clare Hodgson Head of Finance and Property Services Tel: 01509 634810 clare.hodgson@charnwood.gov.uk
Treasury Management Strategy Statement, Minimum Revenue Provision Strategy and Annual Investment Strategy 2019-20	To seek approval to the Treasury and Investment Strategy for 2019-20 and to seek approval to the annual report on the Prudential Code.	Cabinet Council	14th February 2019 25th February 2019	Report	Yes	Clare Hodgson Head of Finance and Property Services Tel: 01509 634810 clare.hodgson@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
2019-20 General Fund and HRA Revenue Budgets and Council Tax	To seek approval to the Revenue Budget, Capital Plan, Financial Plan for 2019-20 and to propose the Council Tax for approval by Council.	Cabinet Council	14th February 2019 25th February 2019	Report	Yes	Clare Hodgson Head of Finance and Property Services Tel: 01509 634810 clare.hodgson@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the current Capital Plan.	Cabinet Council	14th March 2019 25th March 2019	Report	Yes	Clare Hodgson Head of Finance and Property Services Tel: 01509 634810 clare.hodgson@charnwood.gov.uk
Annual Procurement Plan 2019/20	To seek approval to the Annual Procurement Plan for 2019/20.	Cabinet	14th March 2019	Report	Yes	Clare Hodgson Head of Finance and Property Services Tel: 01509 634810 clare.hodgson@charnwood.gov.uk
Housing Capital Programme	To approve the annual investment programme for improvements to the Council's housing stock.	Cabinet	14th March 2019	Report	Yes	Peter Oliver Head of Landlord Services Tel: 01509 634952 peter.oliver@charnwood.gov.uk
Local Development Scheme	To approve a revised Local Development Scheme (LDS) so that the programme for the preparation of planning documents for Charnwood is agreed.	Cabinet	14th March 2019	Report	Yes	Richard Bennett Head of Planning and Regeneration Tel: 01509 634763 richard.bennett@charnwood.gov.uk
Business Plan 2019/20	To set out the Council's principal activities in delivering the Corporate Plan for the Council Year 2019/20.	Cabinet	14th March 2019	Report	Yes	Adrian Ward Head of Strategic Support Tel: 01509 634573 adrian.ward@charnwood.gov.uk

EXECUTIVE MEETINGS TO BE HELD IN PRIVATE

The following items are due to be considered by the Council's Cabinet and the public could potentially be excluded since exempt or confidential information could be considered.

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Provision of Environmental Services	To consider whether to extend the existing Environmental Services Contract or to commence a procurement exercise to secure services after June 2020.	Cabinet	13th September 2018	Report	Yes, unless exempt.	Matt Bradford Head of Cleansing and Open Spaces Tel: 01509 634695 matthew.bradford@charnwood.gov.uk

When items are considered in exempt or confidential session, the reasons for exemption would fall into one or more of the following categories:

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes—
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

CABINET MEMBERS

Members of the Council's Cabinet are as follows:

Name (Group)	Lead Member Responsibilities
Councillor Morgan (Conservative)	Leader of the Council Whole Council, Strategic Partnerships and Communications
Councillor Barkley (Conservative)	Deputy Leader of the Council Finance and Property
Councillor Bokor (Conservative)	Loughborough
Councillor Harper-Davies (Conservative)	Performance of Major Contracts
Councillor Mercer (Conservative)	Housing
Councillor Poland (Conservative)	Equalities, Member and Strategic Services
Councillor Rollings (Conservative)	Deputy Lead Member for Customer Services
Councillor Smidowicz (Conservative)	Regulatory Services, Enforcement and Licensing
Councillor Taylor (Conservative)	Communities, Safety and Wellbeing
Councillor Vardy (Conservative)	Planning, Inward Investment and Tourism Strategy