



CABINET

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Please also note that under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, other people may film, record, tweet or blog from this meeting. The use of any images or sound recordings is not under the Council's control.

To: Councillors Barkley (Deputy Leader), Bokor, Harper-Davies, Mercer, Morgan (Leader), Poland, Rollings, Smidowicz, Taylor and Vardy (for attention)

All other members of the Council
(for information)

You are requested to attend the meeting of the Cabinet to be held in The Preston Room, Woodgate Chambers, Woodgate, Loughborough on Thursday, 18th October 2018 at 6.00 pm for the following business.

Chief Executive

Southfields
Loughborough

5th October 2018

AGENDA

1. APOLOGIES
2. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS
3. LEADER'S ANNOUNCEMENTS
4. MINUTES OF PREVIOUS MEETING

4 - 12

To approve the minutes of the previous meeting.

5. QUESTIONS UNDER CABINET PROCEDURE 10.7

The deadline for questions is noon on Wednesday, 10th October 2018.

6. CALL-IN OF CABINET DECISION - ENVIRONMENTAL SERVICES CONTRACT

The decision taken by Cabinet on 13th September 2018 in respect of this matter was called-in in accordance with Scrutiny Committee Procedure 11.7. The call-in will be considered by Scrutiny Management Board on 8th October 2018. This item is listed on an "if required" basis, should Scrutiny Management Board decide to send the decision back with its comments to the Cabinet in order for it to then take a final decision.

7. FINALISATION OF VPRS BUDGET ALLOCATION 2018/19 13 - 16

A report of the Head of Finance and Property Services to consider finalisation of the VPRS (Vulnerable Persons Resettlement Scheme) budget allocation (based on more information than was available during the budget setting process).

Key Decision

8. LEICESTER AND LEICESTERSHIRE STRATEGIC PLAN 17 - 59

A report of the Head of Planning and Regeneration to consider a revised Leicester and Leicestershire Strategic Growth Plan, for recommendation to Council.

Key Decision

9. REVENUES AND BENEFITS SERVICE - FUTURE OPTIONS 60 - 67

A report of the Head of Customer Experience to consider options for the delivery of the Revenues and Benefits Service post 2020 (when the current outsourcing contract comes to an end).

Key Decision

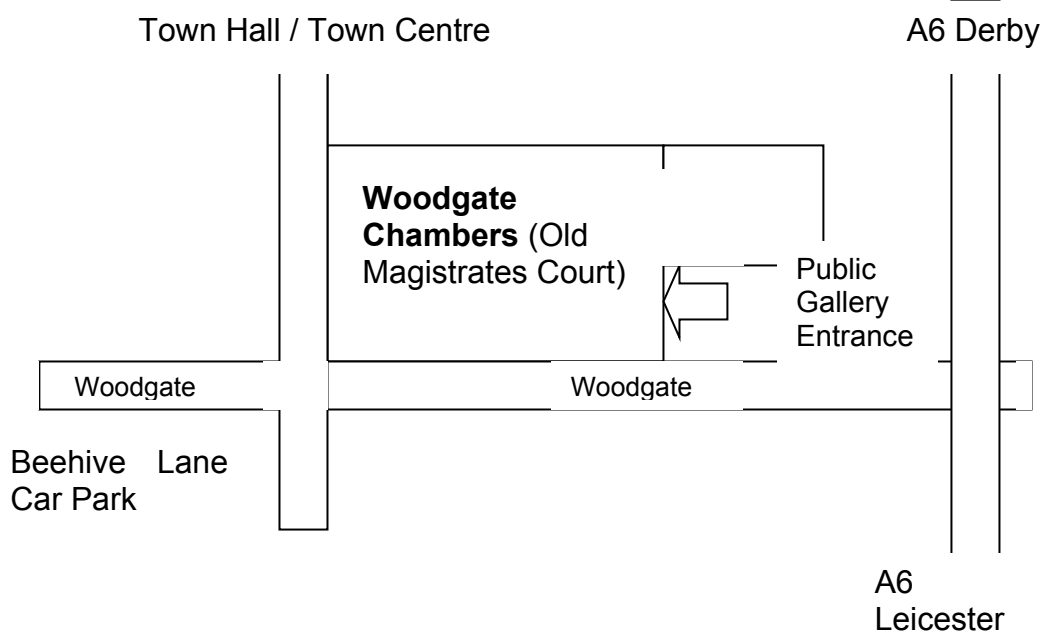
10. FUTURE CEMETERY PROVISION FOR LOUGHBOROUGH 68 - 90

A report of the Head of Cleansing and Open Spaces to further consider options for a new cemetery site for Loughborough.

Key Decision

WHERE TO FIND WOODGATE CHAMBERS AND PUBLIC ACCESS

Woodgate Chambers
70 Woodgate
Loughborough
Leics
LE11 2TZ



CABINET 13TH SEPTEMBER 2018

PRESENT: The Leader (Councillor Morgan)
The Deputy Leader (Councillor Barkley)
Councillors Bokor, Harper-Davies, Mercer,
Poland, Rollings, Smidowicz and Taylor

Councillor Capleton

Chief Executive
Strategic Director of Corporate Services
Strategic Director of Neighbourhoods and
Community Wellbeing
Head of Strategic Support
Democratic Services Manager
Head of Finance and Property Services
Head of Planning and Regeneration
Head of Cleansing and Open Spaces
Head of Landlord Services
Procurement Manager
Neighbourhoods and Partnerships Manager
Democratic Services Officer (LS)

APOLOGIES: Councillor Vardy

The Leader stated that this meeting would be recorded and the sound recording subsequently made available via the Council's website. He also advised that, under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, other people may film, record, tweet or blog from this meeting, and the use of any such images or sound recordings was not under the Council's control.

24. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

The following disclosures were made:

- (i) Councillor Barkley – a personal interest in item 8 on the agenda (Charnwood Grants) in respect of the grant proposed to be awarded to Syston Friendship Group.
- (ii) Councillor Smidowicz – a personal interest in item 8 on the agenda (Charnwood Grants) in respect of the grant proposed to be awarded to Nanpantan Ward Residents Group.
- (iii) Councillor Bokor – a personal interest in item 8 on the agenda (Charnwood Grants) in respect of the grant proposed to be awarded to Wymeswold Memorial Hall.

25. LEADER'S ANNOUNCEMENTS

The Leader made the following announcement:

Member Champion Roles

“Member Champions are Councillors who act as an advocate or spokesperson for a specific area of the Council’s business and activities.

The main responsibility for each champion is to raise the profile of the issue they are championing, and encourage communication and positive action over the issue they represent.

Role profiles for Councillors were introduced by Charnwood Borough Council in 2010 and all Member Champions have a role profile setting out their respective duties. Councillors appointed as Member Champions are not remunerated.

I am pleased to confirm the following Member Champion roles are in place:

- Armed Forces – Councillor Fryer
- Older Persons – Councillor Gerrard
- Community Cohesion - Councillor Parton.”

26. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 16th August 2018 were confirmed as a correct record and signed.

27. QUESTIONS UNDER CABINET PROCEDURE 10.7

No questions had been submitted.

28. PURCHASE OF STORE MATERIALS FOR HOUSING REPAIRS THROUGH A FRAMEWORK CONTRACT

Considered a report of the Head of Landlord Services to consider procuring a supplier through a framework for the supply of store materials for the Council’s directly employed repairs service, for three years with the option to extend for a further one year (item 6 on the agenda filed with these minutes).

The Head of Landlord Services assisted with consideration of the report.

RESOLVED that the Head of Landlord Services be authorised to commence a procurement exercise, identify a suitable framework, and subsequently award a contract for the supply of store materials for the housing repairs service, for a period of up to four years.

Reason

- a) The current contract is due to end in June 2019. This decision will enable a new supplier to be procured and a contract awarded in a way that is consistent with the Council's procurement rules.
- b) To benefit from economies of scale provided by using a framework provider's buying power.
- c) To mitigate the risks associated with OJEU procurement by using a framework provider.

29. ENVIRONMENTAL SERVICES CONTRACT - OPTIONS FOR THE DELIVERY FROM JUNE 2020

Considered a report of the Strategic Director of Neighbourhoods and Community Wellbeing to consider two aspects of the Environmental Services contract: the options available to the Council for future delivery from June 2020 and the options around the ownership of the fleet required for the provision of this contract (item 7 on the agenda filed with these minutes).

The report included exempt appendices as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, circulated to members. Members of the Cabinet did not wish to refer to the information contained in those appendices in their discussion at this meeting. Therefore, it was not necessary to exclude the public for any part of the consideration of this item.

Councillor Capleton, Chair of the Overview Scrutiny Group, presented a report detailing the Group's pre-decision scrutiny of the matter and recommendation (copy filed with these minutes).

The Head of Cleansing and Open Spaces assisted with consideration of the report.

RESOLVED

1. that the extension of the existing Environmental Services contract with Serco Plc from 29th June 2020 until 31st March 2024 be agreed;
2. that the contract be varied to remove the obligation on the contractor to provide the fleet, for the extension period stated in resolution 1. above;
3. that authority be delegated to the Director of Neighbourhoods and Community Wellbeing in consultation with the Lead Member for Performance of Major Contracts to complete the final period of extension and agreement;
4. that the procurement and purchase of required fleet for the delivery of the Environmental Services contract, using option 3 (Part B, paragraph 3.3 of the report of the Strategic Director of Neighbourhoods and Community Wellbeing), be agreed;

5. that, subject to legal, financial and operational compliance and appropriate due diligence checks, the Strategic Director of Neighbourhoods and Community Wellbeing be given delegated authority to purchase the fleet required for the delivery of the Environmental Services contract;
6. that the report of the Overview Scrutiny Group be noted.

Reasons

1. To ensure continuation of services to Charnwood residents in the most efficient and effective manner when the current arrangements expire on 28th June 2020.
 - 2&3. To ensure maximised efficiency and effectiveness of the contract and to ensure business continuity.
 4. To enable the Council to make financial efficiencies in relation to fleet management arrangements and enhance its flexibility and resilience in the ongoing delivery of this contract in the following years.
 5. To ensure maximised efficiency and effectiveness of the fleet purchase.
 6. To acknowledge the work undertaken by and the views of the Overview Scrutiny Group.
30. CHARNWOOD GRANTS - ROUND TWO 2018/19 - COMMUNITY FACILITIES AND COMMUNITY DEVELOPMENT AND ENGAGEMENT GRANT APPLICATIONS

Considered a report of the Head of Neighbourhood Services to consider applications received for funding in round two of the Community Facilities and Community Development and Engagement Grants schemes for 2018/19 (item 8 on the agenda filed with these minutes).

The Neighbourhoods and Partnerships Manager assisted with consideration of the report.

RESOLVED

1. that the following Community Development and Engagement Grants be awarded:
 - £2,280 to Charnwood Stroke Club towards running costs;
 - £2,500 to The Leslie Edwards Trust towards communication skills for hearing impaired people;
 - £2,000 to Sileby Community Library towards IT elements only;
 - £350 to Nanpantan Ward Residents Group towards room-hire and the printing of newsletters (to be funded through the Loughborough Community Grants scheme);
 - £7,500 to The Baca Charity towards general running costs (£3,750 to be funded through Community Development and Engagement Grant scheme,

- and £3,750 to be funded through the Loughborough Community Grants scheme);
 - £8,350 to Peter Le Marchant Trust towards a young people's participation and development project;
 - £1,000 to Wymeswold Memorial Hall towards the 'Wymeswold Remembers' project;
 - £2,000 to Syston Friendship Group towards running costs;
2. that the Head of Neighbourhood Services be given delegated authority to finalise the terms and conditions of the awarded Community Facilities and Community Development and Engagement Grants.

Reasons

1. To provide financial support to organisations which meet the criteria of the Community Development and Engagement Grants and Environmental schemes in terms of community and organisational need and to use funding provided through the Loughborough Grants scheme to support projects in Loughborough.
2. To enable the grants awarded to be finalised and appropriate information to be supplied to the Council about the outcomes of the project.

31. ADDITIONS TO ANNUAL PROCUREMENT PLAN 2018/19

Considered a report of the Head of Finance and Property Services to consider additions to the Council's Annual Procurement Plan 2018/19 (item 9 on the agenda filed with these minutes).

The Procurement Manager assisted with consideration of the report.

RESOLVED

1. that the contracts, over £25,000 and up to £75,000, listed in Appendix A to the report of the Head of Finance and Property Services, be let in accordance with Contract Procedure Rules;
2. that the contracts, over £75,001 and up to £500,000, listed in Appendix B to the report of the Head of Finance and Property Services, be let in accordance with Contract Procedure Rules.

Reason

- 1&2. To allow contracts of the Council to be let in accordance with contract procedure rules.

32. CAPITAL PLAN AMENDMENT REPORT

Considered a report of the Head of Finance and Property Services to consider and approve changes to the 2018/19 - 2020/21 Capital Plan and its financing (item 10 in the agenda filed with these minutes).

The Head of Finance and Property Services assisted with consideration of the report.

RESOLVED

1. that the current Capital Plan for 2018/19 - 2020/21, as amended by the changes shown in Appendix 1 to the report of the Head of Finance and Property Services, in the sum of £30,817,700, be approved;
2. **that it be recommended to Council** that the Acquisition of Affordable Housing to meet housing need HRA scheme be increased by the sum of £941k, be added to the Capital Plan in 2019/20 and that it proceeds.

Reasons

1. To enable the Capital Plan to be the basis for capital spending by the Council and so that schemes may proceed.
2. To confirm that the Acquisition of Affordable Housing to meet housing need HRA scheme should be increased to the sum of £941k, and that the cost be funded 30% from retained 141 capital receipts and 70% from HRA Reserves.

33. PROSPECTIVE PILOT SCHEME PARTICIPATION - 75% BUSINESS RATES RETENTION

Considered a report of the Strategic Director of Corporate Services to consider the Council's participation in a pilot scheme in which a substantial element of government funding would be received by retaining 75% of business rates collected (item 11 on the agenda filed with these minutes).

Councillor Capleton, Chair of the Overview Scrutiny Group, presented a report detailing the Group's pre-decision scrutiny of the matter and recommendation (copy filed with these minutes).

The Strategic Director of Corporate Services assisted with consideration of the report. He explained that the shape of the bid would differ from that detailed in the report and that an amended recommendation 1 would be proposed to the Cabinet to reflect that.

RESOLVED

1. that the Council's application to participate in a pilot scheme as part of a Leicestershire-wide proposal allowing 75% Business Rate Retention in 2019/20 in accordance with the principles set out below be approved:
 - All business rates collected would flow into the Leicestershire pool;
 - Participating local authorities would be required to forego certain grants (as set out in Part B of the report of the Strategic Director of Corporate Services);

- Each local authority would be initially funded to a level equivalent to the retained business rates and grants receivable had they not been participants in the scheme including any grants foregone;
 - Funding for the Local Enterprise Partnership that would have been generated through the pre-existing business rate pool arrangements will be maintained;
 - Any surplus generated over and above these initial 'calls' would be allocated in accordance with an agreed protocol which will be collectively agreed by the Leaders of Leicestershire District Councils;
 - Should retained business rates not cover funding requirements then losses would be shared amongst participants in accordance with an agreed formula akin to that applied in respect of the existing business rate pool;
2. that delegated authority be given to the Strategic Director of Corporate Services, in conjunction with the Cabinet Lead Member for Finance and Property Services and the Chief Executive, to agree on behalf of the Council and with other Leicester and Leicestershire local authorities, the detail contained within the Leicestershire-wide application to participate in a 75% business rate retention pilot scheme;
 3. that it be noted that, as the Chair of the Scrutiny Management Board agrees that this decision is both urgent and reasonable and delay caused by the Call-in process would not be in the interests of the Council or the public, the Call-in procedure is suspended in respect of this decision in accordance with Scrutiny Committee Procedure 11.9 of the Council's Constitution;
 4. that the report of the Overview Scrutiny Group be noted.

Reasons

1. To enable the Council to be part of a prospective wider Leicestershire pilot scheme with a view to increasing the funding available to the Council and across Leicestershire.
2. To enable the Council to provide its assent to the Leicester and Leicestershire application submission on a timely basis.
3. The Chair of the Scrutiny Management Board has agreed to the exemption from Call-in because the notice given of this opportunity and the timetable for applications is very tight, such that the effect of any call-in would be to prevent Charnwood participating in the scheme and, given that the application will be on a combined Leicestershire basis, could remove the opportunity for all Leicestershire Authorities to participate.
4. To acknowledge the work undertaken by and the views of the Overview Scrutiny Group.

34. THRUSSINGTON NEIGHBOURHOOD PLAN

Considered a report of the Head of Planning and Regeneration to consider 'making' the Thrussington Neighbourhood Plan as part of the statutory development plan for the Neighbourhood Area (item 12 on the agenda filed with these minutes).

The Head of Planning and Regeneration assisted with consideration of the report.

RESOLVED that the Thrussington Neighbourhood Plan is 'made' part of the statutory development plan for Charnwood, in accordance with the provisions of Section 38(A) (4) of the Planning and Compulsory Purchase Act 2004.

Reason

To fulfil the legal duty to make the Thrussington Neighbourhood Plan part of the development plan for Charnwood.

35. UPDATED TREASURY MANAGEMENT PRACTICES

Considered a report of the Strategic Director of Corporate Services to consider revised Treasury Management practices (item 13 on the agenda filed with these minutes).

The Head of Finance and Property Services assisted with consideration of the report.

The Deputy Leader referred to this being the Head of Finance and Property Services final Cabinet meeting as she would shortly be leaving the Council to take up another position. The Cabinet thanked the Head of Finance and Property Services for the excellent work she had undertaken for the Council and wished her well in her new role.

RESOLVED

1. that the revised Treasury Management Practices, attached as an Appendix to the report of the Strategic Director of Corporate Services, be approved;
2. that delegated authority be given to the Section 151 Officer to make future amendments to the Treasury Management Practices document in line with changes agreed in the Treasury Management Strategy which is approved annually by Council.

Reason

- 1&2. To ensure that the Council's Treasury Management Practices reflect best practice and comply with the CIPFA Treasury Management in the Public Services Code of Practice, Guidance Notes and Treasury Management Policy Statement.

36. DRAFT MEDIUM TERM FINANCIAL STRATEGY 2019 - 2022

Considered a report of the Strategic Director of Corporate Services to consider a draft Medium Term Financial Strategy 2019-2022, for the purposes of consultation (item 14 on the agenda filed with these minutes).

The Strategic Director of Corporate Services assisted with consideration of the report.

RESOLVED

1. that the draft Medium Term Financial Strategy, attached as an Appendix to the report of the Strategic Director of Corporate Services, be approved for consultation generally and for the purposes of scrutiny by the Budget Scrutiny Panel;
2. that the draft be amended by the Section 151 Officer, in conjunction with the Cabinet Lead Member for Finance and Property Services, in respect of any typographical, stylistic or grammatical errors.

Reason

- 1.&2. To identify the financial issues affecting the Council and the Borough in the medium term in order to inform the Council's budget setting process and because the Medium Term Financial Strategy needs to come forward to the Cabinet in its final form after consultation.

NOTES:

1. The decisions in these minutes not in the form of recommendations to Council will come into effect at noon on Friday, 21st September 2018 unless called in under Scrutiny Committee Procedure Rule 11.7.
2. No reference may be made to these minutes at the Council meeting on 5th November 2018 unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on Friday, 21st September 2018.
3. These minutes are subject to confirmation as a correct record at the next meeting of the Cabinet.

CABINET 18TH OCTOBER 2018

Report of Head of Finance and Property Services

Lead Member: Councillor Tom Barkley

Part A

ITEM 7 FINALISATION OF VULNERABLE PERSONS RESETTLEMENT SCHEME (VPRS) BUDGET ALLOCATION 2018/19

Purpose of Report

The purpose of this report is to seek agreement for the realignment of the Vulnerable Persons Resettlement scheme for 2018/19.

Recommendation

1. That the budget virements outlined in Part B are approved for the Vulnerable Persons Resettlement scheme.

Reason

2. To comply with 1.6 of the Scheme of Budgetary Virement where budget changes more than £100,000 are taken to Cabinet for approval.

Policy Justification and Previous Decisions

The 2018/19 Original Budget was approved in Minute 90 of Item 09 General Fund and HRA Revenue Budgets 2018-19 taken to Cabinet on 15th February 2018. The budget is essential to all policies of the Council.

Implementation Timetable including Future Decisions and Scrutiny

If approved, it is proposed that the budget changes are implemented straight away.

Report Implications

The following implications have been identified in this report:

Financial Implications

The effects of the adoption of this report are explained in Part B of the report.

Risk Management

Risk Identified	Likelihood	Impact	Risk Management Actions Planned
That the budgets approved in 2018/19 are out of sync with the descriptions of what the expenditure is required to be spent on.	Unlikely	Moderate	This report mitigates the risk.

Key Decision: Yes

Background Papers: None

Officer to Contract: Ian Allwyn
Group Accountant
01509 634824
ian.allwyn@charnwood.gov.uk

Part B

Realignment of Housing Services Budgets 2018/19

- 1) The Vulnerable Persons Resettlement scheme began in 2016/17 following approval at Cabinet 14 April 2018 [Min 135] and is managed by the council on behalf of six other district councils within Leicestershire. There are currently 19 families housed under this scheme comprised of 89 family members.
- 2) This report focuses on the families resettled within Charnwood Borough Council only. The revenue costs relating to them are in the General Fund. The costs incurred relating to the families who are settled in the other Leicestershire districts are initially paid by Charnwood but are kept separate from Charnwood's General Fund account and are not included in the scope of this report.
- 3) The expenditure covers the costs for resettlement in the UK for the refugees. This includes initial set up costs for a home including basics like rent deposits, essential furniture, and food.
- 4) All expenditure incurred is later recovered by Home Office grant which is £8,520k per individual in year one, sliding down to £1,000 by year 5. Grant unspent is rolled forward and any balance at the end of the five year period must be returned to the Home Office rather than be retained in the General Fund.
- 5) The virement request detailed in this report relates to those refugees housed within Charnwood only. However, all expenditure is matched by Home Office Grant so there is no impact on the bottom-line of the General Fund.
- 6) When the 2018/19 budget was collated in autumn 2017, the exact details of what was required to be spent were not available as the timing and exact number of arrivals for the financial year was not known. The budget was based on the best assumptions available at that time. Due to the timing of the arrivals during 2018/19 the full amount of the original amount requested for £264,300 is no longer required during this financial year, hence the reduction to £135,500. The current budget is detailed in Appendix A.
- 7) The original budget included a net cost to the General Fund for £26,000 relating to support service recharges. As these recharges will be covered by the Home Office grant the budget changes in this report correct this anomaly by reducing the bottom-line balance to zero.

Appendix A –Vulnerable Persons Resettlement Scheme

	Budget Description	2018/19 Current Budget £	2018/19 Proposed Budget £
Controllable	Salaries-Basic	3,100	5,600
Controllable	Apprentice Levy	100	0
Controllable	Rents (External)	0	2,000
Controllable	Hire of Rooms	0	200
Controllable	Travel Exps/Car Allowance	0	500
Controllable	VPRS Transport Costs	0	3,000
Controllable	Furniture-P/R&M	0	12,000
Controllable	Interpretation/Translation Services	0	20,000
Controllable	Rent Deposit Grants	0	2,000
Controllable	ESOL Fund	0	5,100
Controllable	Misc Commission Fees	236,100	4,000
Controllable	Family Expenditure	0	4,000
Controllable	VPRS Education and Training costs	0	36,000
Controllable	VPRS Support Contract	0	14,900
Controllable	Care packages	0	15,000
Controllable	VPRS Leicestershire CC Education	25,000	11,250
	TOTAL COSTS	264,300	135,550
Recharges	Southfields Accommodation	900	900
Recharges	Human Resources SU Recharge	800	800
Recharges	Payments SU Recharge	300	300
Recharges	Payroll SU Recharge	200	200
Recharges	Accountancy SU Recharge	200	200
Recharges	Head of Finance and Property Services	600	600
Recharges	Hsg Strategy & Private Sector Man SU	19,800	19,800
	TOTAL RECHARGES	22,800	22,800
Controllable	Home Office Grant (outside AEF)	(236,100)	(122,600)
Controllable	Home Office Grant (Education)	(25,000)	(11,250)
Controllable	Home Office Grant (ESOL Funds)	0	(5,100)
Controllable	Reimbursement	0	(19,400)
	TOTAL INCOME	(261,100)	(158,350)
	TOTAL VPRS BUDGET FOR 2018/19	26,000	0

CABINET - 18TH OCTOBER 2018

Report of the Head of Planning & Regeneration Lead Member: Councillor Vardy

Part A

ITEM 8 LEICESTER AND LEICESTERSHIRE STRATEGIC GROWTH PLAN

Purpose of Report

The purpose of this report is to enable the cabinet to consider the revised Leicester and Leicestershire Strategic Growth Plan (the revised SGP) which is attached as Appendix A to this report.

Recommendations

That it be recommended to Council that:

1. The Strategic Growth Plan (SGP) "*Leicester and Leicestershire 2050: Our Vision for Growth*" (attached at Appendix A) be approved; and
2. The Chief Executive, following consultation with the Leader and the Joint Strategic Planning Manager, be authorised to agree, prior to publication any final minor amendments to the SGP which do not significantly change the overall content or purpose of the document prior to its publication.

Reasons

1. Approval of the Strategic Growth Plan will put in place a key long-term strategy for the future development and prosperity of Leicester and Leicestershire.
2. The revised Strategic Growth Plan document is being submitted to each participating authority for approval during the autumn/early winter and it is likely that, during this process, the need for some minor changes will be identified. Enabling the Chief Executive to make such amendments following consultation with the Leader and Joint Strategic Planning Manager will avoid unnecessary delay. The Joint Strategic Planning Manager reports to all partner organisations and acts on behalf of the Members' Advisory Group (MAG).

Policy Justification and Previous Decisions

On 7 July 2016, the Cabinet approved the Strategic Growth Statement for consultation. This formed the first stage in the development of the Strategic Growth Plan. The Statement set out:

- the rationale and proposed process for the preparation of the Strategic Growth Plan;
- identified the defining characteristics of the local area and challenges faced by the partners;

- outlined the evidence base that would be assembled and the generic spatial options to be considered in formulating a Strategic Growth Plan; and
- set out initial objectives and ambitions for the future.

A Consultation Draft Strategic Growth Plan was considered and endorsed by the Members' Advisory Group on 6 November 2017. It was subsequently approved for the purpose of public consultation by Cabinet on 14 December 2017. A 17 week consultation period began on 11 January 2018 and closed on 10 May 2018. Cabinet provided its response to the draft plan following its meeting on 15 March 2018

Implementation Timetable including Future Decisions and Scrutiny

The Strategic Growth Plan has been prepared in partnership with other Leicester and Leicestershire local authorities and the LLEP and, following revisions arising from consultation, is now ready to be adopted by partners as a strategic plan. Individual authorities are being recommended to approve the revised plan at a series of governance meetings during the autumn/winter 2018. Charnwood Borough Council's Full Council is to consider the recommendations of Cabinet at its meeting on 5 November 2018. If approved by partners, the plan will provide the framework for the preparation of local plans to locally agreed timetables.

Report Implications

The following implications have been identified for this report.

Financial Implications

There are no immediate financial implications as support for the development of the Plan is being resourced through existing staffing and operational budgets. The long term delivery of the Strategic Growth Plan will be dependent on the necessary resources being secured to finance the delivery of key infrastructure required to enable the delivery of the Strategic Growth Plan. It will be important that such infrastructure is delivered in parallel with the growth outlined in the Strategic Growth Plan.

Risk Management

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Risk Management Actions Planned
The Council's decision to adopt the Strategic Growth Plan (or not) may be subject to external, third party challenge by Judicial Review	possible	Moderate	The preparation of the plan has been subject to oversight by a project team made up of senior representatives from partner authorities advised by planning, highway and legal professionals. This oversight and advice will be maintained throughout challenge period

Equality and Diversity

The Strategic Growth Plan has been subject to a full Equalities and Human Rights Impact Assessment during its process. The final report is available as a background paper.

Sustainability

The Strategic Growth Plan has been subject to a sustainability assessment comprising a Strategic Environmental Assessment. The final report is available as a background paper.

Key Decision:	Yes
Background Papers:	Draft Strategic Growth Plan Consultation Responses Equalities & Human Rights Impact Assessment Sustainability Appraisal
Officer(s) to contact:	Eileen Mallon Strategic Director of Housing, Planning & Regeneration and Regulatory Services eileen.mallon@charnwood.gov.uk (01509) 634662 Richard Bennett Head of Planning and Regeneration (01509) 634763 richard.bennett@charnwood.gov.uk

Part B

1. Background

- 1.1 The report to Cabinet in December 2017 set out the background to the development of the draft Strategic Growth Plan including the revocation of regional spatial strategies by the government in 2012 and the resulting need for local planning authorities to consider strategic planning within the context of the 'duty to co-operate' required by the Localism Act 2011.
- 1.2 In Leicester & Leicestershire, it was decided by the local planning authorities that long term strategic planning would be more effective if undertaken across the City and the County and included the local enterprise partnership, the LLEP, as a partner.
- 1.3 The Strategic Growth Plan has therefore been prepared jointly by the eight local planning authorities (the borough and district councils), the County Council as the highway authority and the City Council as a unitary authority with combined planning and highway responsibilities. Each of these is represented on a Members' Advisory Group (MAG) which, supported by senior officers, has overseen the preparation of the Plan. The LLEP attends MAG in the capacity of an observer. Homes England (formerly the Homes & Communities Agency) attends the senior officer group in the capacity of an observer.
- 1.4 The Strategic Growth Plan will:
 - support partners to plan effectively for the future, giving Local Plans a consistent framework, help to make decisions on infrastructure and secure Government funding;
 - give some control over accommodating and supporting future growth and help to protect and enhance environmental assets; and
 - provide confidence to the market, the Government, local businesses and residents that the local councils and the LLEP are working together to manage the growth of the area in a plan-led and coordinated manner.

2. Key elements of the Strategic Growth Plan

- 2.1 The SGP sets out a strategy for the growth and development of Leicester & Leicestershire in the period to 2050, enabling partners to consider the longer term needs of the area and opportunities which extend beyond the conventional timeframe of a Local Plan. MAG considered the distribution of housing and employment land over the period 2011-31 and 2011-36 in the context of the Housing and Economic Development Needs Assessment (January 2017) in order to give a more detailed framework for shorter term Local Plans.
- 2.2 There have been on-going discussions with organisations such as Network Rail and Midlands Connect to ensure that their emerging policies and

proposals are incorporated in emerging plans, strategies and funding programmes where necessary.

2.3 The Strategic Growth Plan proposes that most development will take place in major strategic locations with less development happening in existing towns, villages and rural areas, in so doing, it allows new development to be focused along transport corridors and close to employment centres.

2.4 The five building blocks that have been used to prepare the Plan are an understanding and appreciation of:

- the existing settlement pattern
- national policies, particularly in relation to planning, housing and infrastructure provision
- the local economy and how it is supported by the Midlands Engine Strategy (March 2017)
- road and rail networks and the proposals and priorities of the Midlands Connect Strategy (March 2017)
- the area's environmental, historic and other assets.

2.5 Four priorities are identified in the Strategic Growth Plan:

- creating conditions for investment and growth
- achieving a step change in the way that growth is delivered
- securing essential infrastructure
- delivering high quality development.

2.6 Analysis has indicated that, through existing and emerging Local Plans and planning permissions, provision can be made for the amount of new housing needed in the Leicester and Leicestershire area from 2011 to 2031. This will be achieved through a mixture of major strategic sites already identified in Local Plans (approximately 40%) and smaller scale growth on non-strategic sites (approximately 60%). The proposed new spatial distribution of strategic development, therefore, does not need to focus on this time period but it remains an important part of the plan and so it is therefore important to accelerate the delivery of consented and allocated sites and secure the infrastructure which is essential to their success.

2.7 Beyond 2031, the Strategic Growth Plan proposes that more growth should be directed to strategic locations. This requires new strategic infrastructure to open up land for development and the Midlands Connect Strategy (setting out key transport priorities for the East and West Midlands) lays the foundations for this.

2.8 The proposed growth areas are:

- Leicester City
- the A46 Growth Corridor
- the Leicestershire International Gateway
- the A5 Improvement Corridor

- the Melton Mowbray Key Centre for Regeneration and Growth
- 2.9 Coalville, Hinckley, Loughborough, Lutterworth and Market Harborough are identified as areas where growth would be managed in Local Plans.
- 2.10 In the villages and rural areas, the Strategic Growth Plan proposes that there will be limited growth consistent with providing for local needs.

3. Public Consultation

- 3.1 Reports detailing how the public and stakeholders were engaged in the Strategic Growth Plan process and what they said is available on the website: www.llstrategicgrowthplan.org.uk and as background papers to this report.
- 3.2 In summary the Strategic Growth Statement, setting out the scope of work for the preparation of the Plan, was published for consultation between 5 August 2016 and 16 September 2016. 96 responses were received in total.
- 3.3 The consultation draft Strategic Growth Plan was published in January 2018 and a 17 week consultation took place from 11 January to 10 May 2018. In total 588 responses were received, 79% of which were from members of the public. These comments have been analysed and considered during the preparation of the revised SGP and a response offered by partners. A summary of partners' responses is provided in the background papers while the key changes made to the Strategic Growth Plan are documented in Appendix B.
- 3.3 In line with the Statement of Community Involvement, those respondents who provided contact details have been informed that a revised plan has been prepared. The opportunity for further comment will take place during governance and/or the preparation of Local Plans.
- 3.4 As the Strategic Growth Plan has been developed, a number of events have been held for Members to keep them advised of progress. This has included all-Member technical briefings on the Strategic Growth Plan supported by the Joint Strategic Growth Manager on the following dates:
- 16 August 2016
 - 16 May 2017
 - 20 September 2017
 - 29 August 2018

4. Equality and Human Rights Implications

- 4.1 By seeking to ensure economic growth is secured and appropriate provision for market and affordable homes is made, the implementation of the Strategic Growth Plan can contribute to meeting the needs of disadvantaged groups across Leicester and Leicestershire.
- 4.2 An Equalities and Human Rights Impact Assessment (EqHRIA) has been undertaken to understand what impacts might arise as a consequence of the Plan. The outcomes of the assessment are available to view in a report

supporting the Strategic Growth Plan. Through the process to prepare the Plan, the assessment considered options for the spatial distribution of growth within Leicester & Leicestershire, including that of the final Strategic Growth Plan. It is clear that different options have the potential to impact, in different ways, on matters such as age, disability, race, religion or belief (some positive, some negative and some neutral). Other matters are not likely to be affected. As this is a high-level strategic plan, however, the responsibility for mitigating any adverse impacts upon individuals or community groups to fall to subsequent statutory plans, primarily Local Plans prepared by individual authorities. In most cases, it will be important to ensure that specific infrastructure and services are planned effectively to deal with the specific needs of these groups. The assessment ensures that the partner organisations are aware of the various impacts of the Strategic Growth Plan and put in place any necessary mitigating measures and/or enhancements.

5. Sustainability Implications

- 5.1 A sustainability appraisal (incorporating Strategic Environmental Assessment) has been undertaken together with a Habitats Regulations Assessment. The outcomes are available to view in a report supporting the Strategic Growth Plan. The Sustainability Appraisal concludes that the Strategic Growth Plan has the potential to deliver significant positive effects in relation to health and well-being; housing; and economy and employment. Minor positive effects are reported in relation to climate change and cultural heritage (although, in the case of the latter, minor negative effects are also reported as well). Minor negative effects are reported in relation to water; and moderate negative effects in relation to landscape and land. Mixed effects are reported in relation to transport and travel i.e. significant positive effects in relation to the focusing of development in strategic locations and minor negative effects in relation to potential congestion on nearby routes. Uncertain negative effects are recorded in relation to biodiversity and minerals. Where significant effects are identified, measures to mitigate these have been suggested, if possible. Further measures to enhance the positive effects have also been suggested, where possible.
- 5.2 The Sustainability Appraisal reports that the findings broadly support the preferred strategy as it would generate the most benefits in terms of employment and housing growth. It reports that the focus of growth at key areas of economic growth and infrastructure capacity is also likely to reduce the length of car trips, and encourage sustainable modes of travel (particularly where there are strong rail and bus links into the City of Leicester). It also states that, in terms of environmental effects, the preferred approach does not generate any major negative effects and performs better or the same as the alternatives in this respect.
- 5.3 The Sustainability Appraisal acknowledges the role of the Strategic Growth Plan in establishing broad preferred locations for longer term growth to provide a framework for statutory Local Plans, It states that the broad locations would evidently be able to accommodate a range of different growth levels so, if subsequent work based on updated evidence confirms that a higher level of growth ought to be pursued in certain locations, then this can be considered at that stage. A higher level of growth (than the notional projected housing

requirement) will have largely negative impacts. This is supported by the Sustainability Appraisal findings which suggest that the negative effects for every option would be likely to increase and this could lead to major negative effects on the built and natural environment, water and transport infrastructure.

Appendices

Appendix A: Strategic Growth Plan

Appendix B: Consultation responses summary



LEICESTER &
LEICESTERSHIRE
2050:
OUR VISION
FOR GROWTH

FOREWORD

The Strategic Growth Plan has been prepared by the ten partner organisations in Leicester & Leicestershire to provide a long term vision that will address the challenges we face and the opportunities presented to us. It is a non-statutory plan but it sets out our agreed strategy for the period to 2050. We will deliver the strategy through our Local Plans.

We have listened to the comments submitted in response to our consultation and this document is the final version of the Plan. It explains the approach that we have taken in preparing the Plan, identifies broad locations where we think that development should take place and the infrastructure needed to deliver it. We will now work with local people, businesses, developers, landowners, government and statutory organisations to deliver the strategy and secure the infrastructure which is so critical to its success.

Cllr Trevor Pendleton

Chair, Members' Advisory Group for the Strategic Growth Plan

Our Partners:



This document has been prepared on behalf of: Blaby District Council, Charnwood Borough Council, Harborough District Council, Hinckley & Bosworth Borough Council, Leicester City Council, Leicestershire County Council, Leicester & Leicestershire Enterprise Partnership, Melton Borough Council, North West Leicestershire District Council and Oadby & Wigston Borough Council.

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LEICESTER & LEICESTERSHIRE TODAY

OUR STRENGTHS:

Great location and connectivity

- at the heart of the UK, with nationally significant road, rail and air services, and businesses that have the potential to export more goods and services

Growing and diverse economy

- with employment opportunities ranging from traditional manufacturing, logistics and distribution to cutting edge, research and enterprise, innovation and technology sectors

Distinctive environmental, historic and other assets

- beautiful countryside, valuable flora and fauna, thriving market towns and popular villages, country parks, waterways and canals

A diverse and multi-cultural city

- with a young population, unique history, global tourism appeal, and attractive city centre with great shops, leisure, arts and entertainment

Three outstanding universities

- globally significant in space, engineering and sports science, and high quality FE colleges.

IN SHORT, A COMBINATION THAT OFFERS EXCEPTIONAL QUALITY OF LIFE AND BUSINESS OPPORTUNITY

OUR WEAKNESSES:

Congestion on our roads and railways

- we are tackling this but further investment is needed to continue improvements and support our long term growth

Gaps in the road and rail network

- travelling north-south is relatively easy (albeit congested) but east-west links are slow and unreliable

Poor economic productivity per head of population

- lower than the national and regional averages

Low pay structure - many highly skilled employees and graduates move away, travel costs are high for those on a low wage making it difficult to access jobs

High levels of commuting - some of the most important employment areas are remote from places where people live

Outside the City, an **ageing population**, not economically active but relatively wealthy. A strong influence on the number and type of dwellings

Pressures on existing communities from new development, lack of infrastructure and services such as education and health

RECOGNISING THE CHALLENGE

Leicester & Leicestershire has huge potential for growth. Located at the very heart of the UK, with a population of over 1 million, a thriving and vibrant city, distinctive and characterful market towns, three universities and an international airport, our economy contributes some £23bn to the UK economy. We have much to offer in terms of quality of life.

We want to play our part in developing the UK economy, improve productivity and create the conditions for growth. We want to increase the speed of housing delivery, remove the barriers that have slowed progress to date, and ensure that there is a good supply of new housing for people who need it. We also want to protect the places and features that make Leicester & Leicestershire special.

If we are to be successful, we need to plan for the future at a 'larger than local' level and for the longer term. This allows us to consider a wider range of possibilities.

The Strategic Growth Plan has been prepared by the ten partner organisations - the City Council, the County Council, the seven boroughs and districts, and the Leicester & Leicestershire Enterprise Partnership - to provide a plan which will shape the future of Leicester and Leicestershire in the period to 2050. It is a 'non-statutory' plan but it provides an agreed framework which we will use when preparing our individual Local Plans and other strategies.

The Strategic Growth Plan focuses on four key matters:

- delivering new housing
- supporting the economy
- identifying essential infrastructure, and
- protecting our environment and built heritage.

We have not started with a blank sheet. Government, local and regional agencies are also making plans. Where these already have a measure of support, we have used them as a basis for our work. We have also commissioned evidence to inform our work and this is available on our website.*

GREAT LOCATION AND CONNECTIVITY - AT THE HEART OF THE UK

**FIGURE 1:
LEICESTER & LEICESTERSHIRE:
A CENTRAL LOCATION**



PLANNING FOR OUR GROWTH AND INFRASTRUCTURE

CALCULATING OUR HOUSING AND EMPLOYMENT NEEDS

2011-31 (AND 2036)

The Strategic Growth Plan covers the whole of the period from 2011-50. It is not possible to produce accurate estimates of the scale of growth that is likely to be required for the whole of the period up to 2050 but we can divide it into stages.

Up to 2036, we can use government statistics and economic forecasts to plan with some confidence. The results are set out in our study of housing and economic development needs which calculates the need for both new homes and jobs.¹ Because our Local Plans are being prepared to end dates of either 2031 or 2036, the study sets out our need for new homes and jobs to the same end dates.

The detail is set out in Appendix A but, in summary, across Leicester & Leicestershire we need some 96,580 homes and 367-423ha of land for employment use in the period 2011-31 (See Table A).

2031-50

For the period 2031-50, we can use government statistics and economic forecasts only for the period 2031-36. Beyond that, there are no reliable estimates of population growth or household change, nor economic forecasts, but we need to have some understanding of how much growth we might be expected to accommodate. Having this information allows us to consider a wider range of options than if we were to focus only on shorter term needs.

For the purposes of the Strategic Growth Plan, we have chosen to work with an estimate of our housing needs for whole of the period 2031-50.

These are referred to as our 'notional' needs and have been produced by projecting forward the annual figures given in our study of housing and economic development needs. This indicates that, across Leicester & Leicestershire, we will need an additional 90,500 dwellings in this period.

The results will need to be monitored and reviewed as Government statistics become available but they are considered to be a reasonable basis on which to proceed. If we do not look to this longer timescale we will not be able to plan for, and secure funding for, the essential infrastructure that we need.

TABLE A: TOTAL HOUSING AND EMPLOYMENT LAND NEEDS 2011-50

Housing	Employment Land (B1/B2/B8) ³	
2011-31	96,580 ¹	367-423ha. ¹
2031-50	90,516 ²	Not quantified at this stage
Total (2011-50)	187,096	

Notes:

1. As shown in Housing and Economic Development Needs Assessment (January 2017)

2. 'Notional' needs calculated by projecting forward estimates set out in the Housing and Development Needs Assessment (January 2017)

3. Small scale B8 only (i.e. less than 9,000 sqm); the amount of land needed for strategic distribution facilities has not been quantified because it is so heavily dependent upon property market considerations.

WHETHER DEVELOPMENT TAKES PLACE BEFORE OR AFTER 2031, IT IS CLEAR THAT MORE HOMES AND JOBS WILL BE NEEDED. WE NEED TO PLAN FOR THIS NOW.

In terms of economic growth, it is very difficult to predict needs with any accuracy beyond 2036. We have decided, therefore, not to quantify the need for additional employment land for this period, at this stage. Again, in accordance with normal practice, we will monitor and review needs as necessary.

Our total requirements for the period 2011-50 are shown in Table A on page 5.

ACCOMMODATING OUR HOUSING AND EMPLOYMENT NEEDS

We have analysed the amount of development that has already been built, has planning permission or is allocated in adopted or emerging local plans that have been published. This demonstrates that much of our housing and employment land is already provided for in the period 2011-31.*

Only Leicester City Council has declared that it will be unable to meet its housing needs. We are confident, however, that any shortfall in the period 2011-31 can be met through Local Plan allocations in other areas.

Beyond, 2031, we have assumed that neither Leicester City Council nor Oadby & Wigston Borough Council will be able to accommodate their needs. An important aspect of the Strategic Growth Plan, therefore, has been to consider how any unmet needs might be shared between the other local authorities in Leicester & Leicestershire.

We have decided that these additional needs will be satisfied, in part, by development in strategic locations in accordance with the strategy set out in this Plan.

The agreed distribution will be set out in an agreed statement. In line with the needs of our Local Plans, this will cover the time periods to 2031 and 2036. The statement will be used with the Strategic Growth Plan as the basis for preparing or reviewing Local Plans.

ALIGNING GROWTH, INFRASTRUCTURE AND SERVICES

We are very clear that significant new development cannot be accommodated within Leicester & Leicestershire without significant investment in infrastructure and services. We welcome government's recognition of this problem at a national and regional level, and the investment that is already being committed to projects in our area.

We will continue to work with government, landowners, developers and other stakeholders to accelerate development and to align this with essential infrastructure.

WITHOUT ADDITIONAL INFRASTRUCTURE WE WILL BE UNABLE TO DELIVER LONG TERM GROWTH ON THIS SCALE, OR IN THE TIMESCALE PROPOSED.

To accelerate the speed of development, we will address the lack of essential infrastructure (highway capacity, schools, healthcare facilities, etc.) We will also consider financial viability which can be a problem on some sites. In others, the costs of the necessary infrastructure might need to be shared across several development sites.

We are working with developers, landowners and statutory agencies to remove the barriers to development and will focus on this more intensively as we move forwards. Our highway authorities have already identified key road and rail projects and are progressing these through formal approval and funding regimes. Outside the City, the County Council has summarised the key projects in its '*Prospectus for Growth*'.*

Together the City and the County Councils, as highway authorities, are collaborating on a Strategic Transport Plan which will identify additional projects and set out short and long term aspirations for sustainable transport initiatives including public transport improvements, ways of reducing the use of the private car and green transport initiatives.

Other statutory undertakers will be able to use the Strategic Growth Plan and Local Plans as a clear statement of the proposed growth in Leicester & Leicestershire. This will allow them to identify their own investment priorities. We will support them in their requests for funding, lobbying government and supporting applications for funding through the normal processes.

MAXIMISING THE RETURNS ON INVESTMENT

Where infrastructure has already been committed, we now have the opportunity to maximise the returns on this investment and use it to the advantage of our local communities. We have taken as one of the building blocks for our Plan, proposals for infrastructure investment that already have a degree of support from government, executive agencies and other organisations. All of the strategic infrastructure in our Plan is acknowledged as being required to resolve national and regional problems.

Through the Strategic Growth Plan we can maximise the benefits of this investment by focusing growth in areas close to new infrastructure proposals. This does not mean to say that these are the only road and rail projects that are needed to support the growth that we will have. Existing schemes are already in the pipeline (e.g. improvements to the A5, the A511 and Melton Mowbray Relief Road) and we are working to deliver these. Additional schemes will be needed to provide better connections to the strategic network. We will also look for ways to improve public transport, cycling and walking.

In undertaking this work, we recognise that, on our own, we cannot deliver growth on this scale. Government, statutory agencies, landowners, developers and local authorities all have an important role to play in this process. The partnership approach that we have achieved to date provides a secure foundation on which to move forward with other organisations. Without additional infrastructure we will be unable to deliver long term growth on this scale, or in the timescale proposed.

THE BUILDING BLOCKS FOR OUR PLAN

Other agencies are preparing plans and strategies which will influence what we do. In many cases, we have contributed to these documents so their contents are already aligned with our own aspirations. At the same time, the Strategic Growth Plan must be firmly rooted in the character of Leicester & Leicestershire and must protect our environmental, historic and other assets. This chapter summarises the principal building blocks that we have used to prepare our Plan.

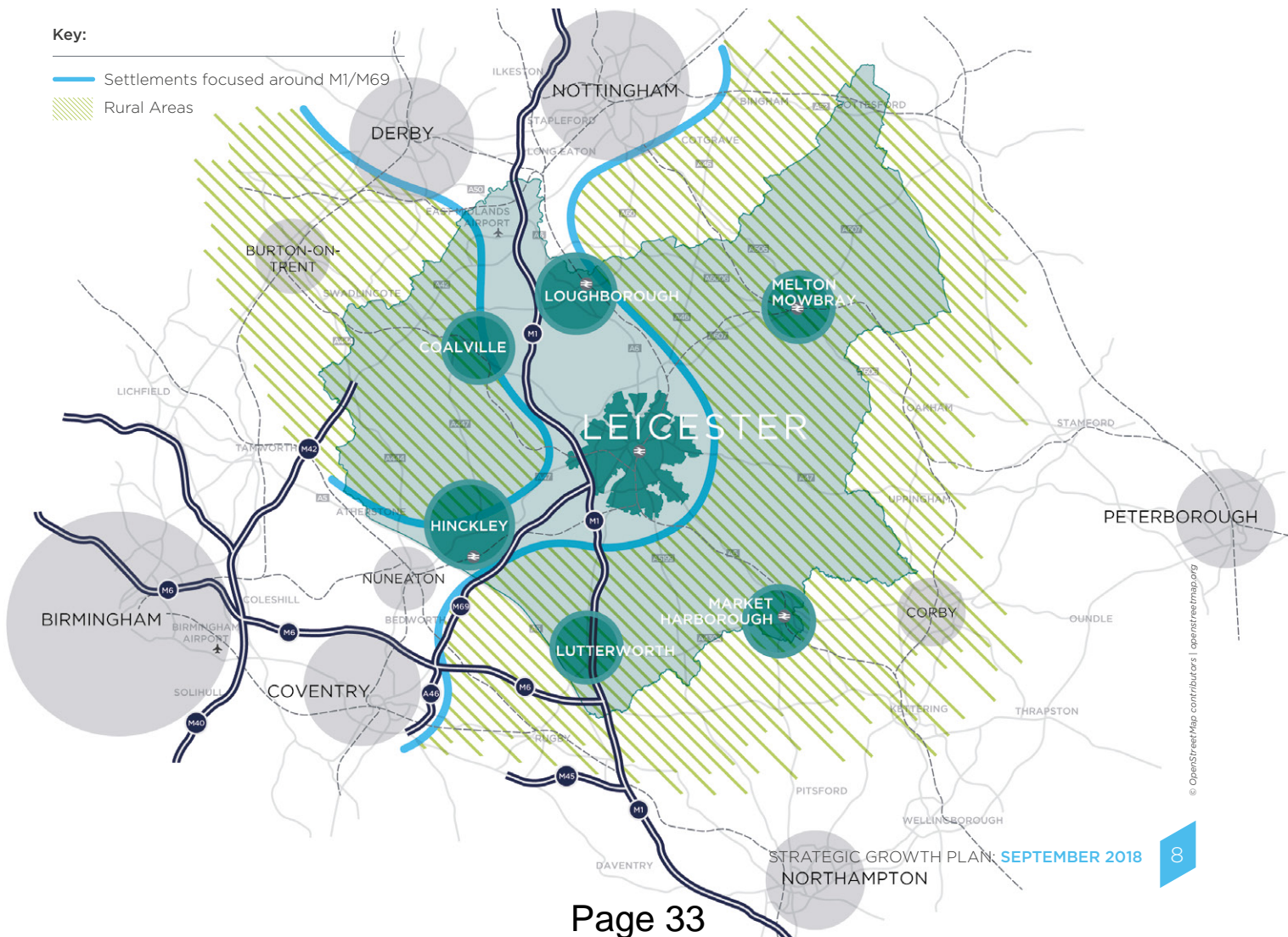
FIGURE 2:
SETTLEMENT PATTERN

THE EXISTING SETTLEMENT PATTERN

The first building block for our Plan is the settlement pattern that we already have. Looking beyond the county boundaries, the settlement pattern can be described as a series of separate towns and cities, extending from Derby and Nottingham in the north to Coventry and Birmingham in the south-west, mostly focused around the M1 and the M69 with intervening rural areas. On either side, extensive rural areas separate Leicester & Leicestershire from the West Midlands and Cambridgeshire.

Within Leicester & Leicestershire the settlement pattern is quite distinctive:

- **A strong 'central' city (Leicester)**, located at the heart of the County, with suburbs extending into adjoining boroughs and districts. With strong office, shopping, arts, culture, heritage and visitor profiles, the City is a focus for the market towns, rural areas and major employment areas that are linked to it.



- **A ring of strong, independent and characterful market towns**
each connected to Leicester by radial routes and with strong physical, functional, social and economic ties to the City. The market towns contribute much to the character of Leicestershire, are economically buoyant in their own right and are an important focus for local communities.
- **Extensive rural areas**
encircling the City and the market towns, villages and hamlets. The landscape is beautiful and varied, and has an economy of its own, from nationally significant agriculture and food production to a growing professional services sector.

Together, this mix of urban and rural areas underpins our quality of life. The long-standing relationship between Leicester, the market towns and the rural areas is a feature that we wish to enhance. It is not lost on us that our settlement pattern resembles that of the ‘social city’, a phrase coined by the garden cities movement of the early 20th Century to describe a cluster of new garden cities in the countryside. The garden cities movement sought to deliver the perfect partnership between town and country.

NATIONAL POLICIES

The second building block of our Plan is an understanding of national policies. These influence what we can do, particularly in relation to our priority areas: housing, the economy, infrastructure and the environment. They also set the government’s agenda for funding so it is important that we reflect these priorities. We want to be ready to take advantage of opportunities that will bring benefits to our area, yet able to control excessive development pressures.

THE INDUSTRIAL STRATEGY

The Government’s Industrial Strategy sets out a long term plan to boost the productivity and earning power of people throughout the UK. It provides a framework for our own Local Industrial Strategy* and investment by the LLEP. The Strategic Growth Plan considers how existing employment areas can be supported and where new growth should be directed.

THE HOUSING STRATEGY

Government has also published its strategy for tackling problems in the housing market. This recognises that if more new housing is to be built, at a faster rate, it will have to be accompanied by investment in new infrastructure. The housing strategy also recognises the importance of strategic planning for long term growth.

Government has already committed to new investment in housing, industry and infrastructure in Leicester & Leicestershire through various funding programmes, and more is promised. We want to maximise the benefits of this investment, nationally, regionally and locally.

WE CONSIDER THAT OUR STRATEGIC GROWTH PLAN RESPONDS VERY POSITIVELY TO THE GOVERNMENT'S PRIORITIES FOR INVESTMENT AND NEW PLANNING POLICY

THE NATIONAL PLANNING POLICY FRAMEWORK

The National Planning Policy Framework has recently been revised. The emphasis of the new document is very much on strategic priorities, housing delivery and joint working. It includes a number of significant changes:

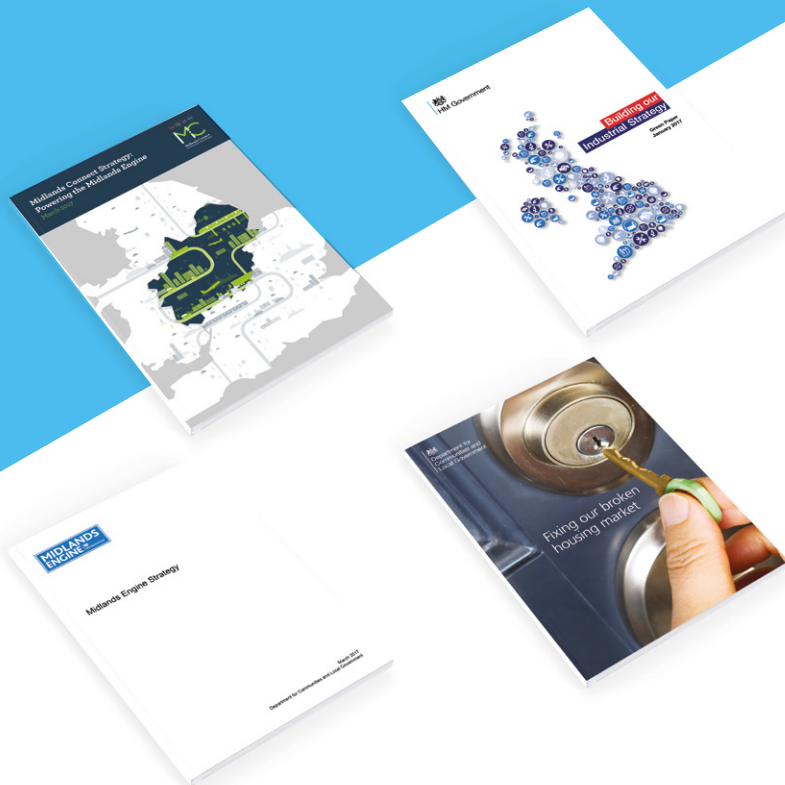
- the re-introduction of strategic planning
- the use of a 'standard methodology' for calculating housing need, and
- the requirement to prepare a 'Statement of Common Ground'.

In terms of strategic planning, authorities must now, as a minimum, ensure that there is a plan which addresses the priorities for an appropriate geographical area. It is acknowledged that in many cases, this will highlight the need for collaborative working on a joint plan.

We have used the standard methodology to calculate housing needs so that we can compare the results with our own study. We have found that, across Leicester & Leicestershire as a whole, the scale of need is very similar, although there are variations at the local level.

In terms of a Statement of Common Ground, our Strategic Growth Plan already fulfils much of what is required: it is a clear statement of acknowledged issues, it identifies our priorities and it sets out an agreed strategy for our Local Plans. It provides a good foundation for future work on our Statement of Common Ground.

Although the National Planning Policy Framework states the government's preference for statutory plans, this has come at a late stage in the preparation of our Plan. We consider that the current Plan fulfils many of the government's requirements. We also have a need for an agreed strategy to set a framework for our Local Plans and investment priorities. For these reasons, we have decided to complete our work on the Plan but we will, of course, consider the need for a statutory plan in line with the requirements of national planning policy as we move forwards.



OUR ECONOMY AND THE MIDLANDS ENGINE STRATEGY

The third building block of our Plan is an understanding of the local economy and how it is supported by the Midlands Engine Strategy. The economy in Leicester & Leicestershire is recovering strongly from the last recession but there is still much to be done. Productivity and wages remain below the national average but we have many important growth sectors and key employment locations.

The Midlands Engine Strategy has been prepared by Government and sets out a collective ambition for economic growth and prosperity. It aligns with the national industrial strategy and highlights how the region can build upon existing business sectors and areas of opportunity. It highlights many of our key industries, universities and employment areas as places of national, and even global, significance.

The Midlands Engine Strategy also recognises the growth potential of major employment areas such as East Midlands Airport, East Midlands Gateway, the two enterprise zones - MIRA Technology Park near Hinckley and the Loughborough & Leicester Enterprise Zone - the logistics and distribution industry and the potential of Leicester City Centre. Since the strategy was published government funding has been put in place for key projects.

THE MIDLANDS ENGINE STRATEGY HAS BEEN PREPARED BY GOVERNMENT AND SETS OUT A COLLECTIVE AMBITION FOR ECONOMIC GROWTH AND PROSPERITY



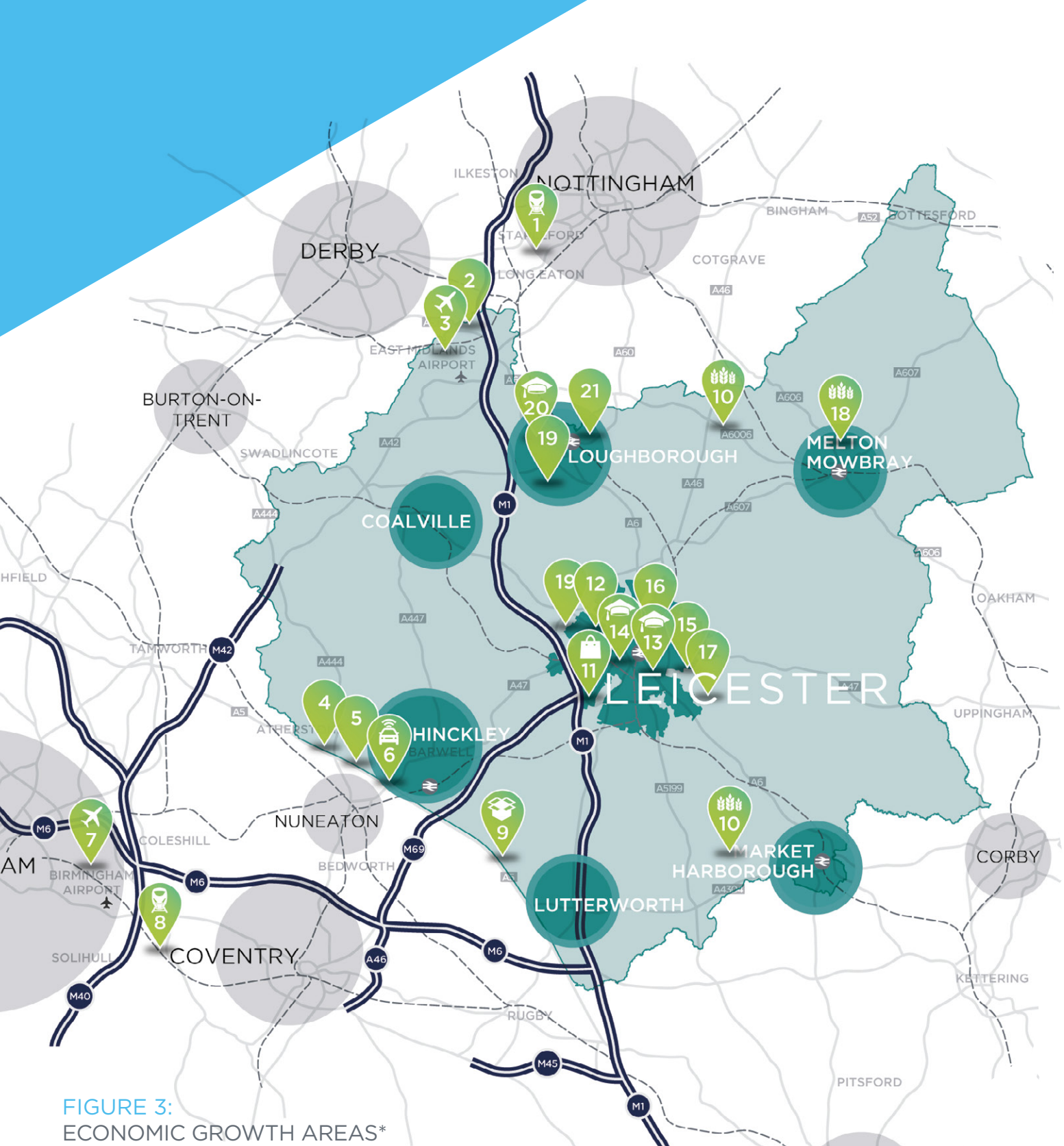


FIGURE 3:
ECONOMIC GROWTH AREAS*

Key:

- | | |
|---|--|
| 1. Toton Station (High Speed 2) | 13. Leicester University |
| 2. East Midlands Gateway (Strategic Rail Freight Interchange) | 14. De Montfort University |
| 3. East Midlands Airport | 15. Global Space Technologies Hub |
| 4. Engineering Skills Training Centre at MIRA | 16. Space Research Centre & Earth Observation Centre |
| 5. MIRA Enterprise Zone | 17. IBM Client Innovation Centre |
| 6. Centre for Connected Autonomous Vehicles | 18. Agri-Food and Drink Processing |
| 7. Birmingham International Airport | 19. Loughborough & Leicester Enterprise Zone |
| 8. Arden Cross Station (High Speed 2) | 20. Loughborough University |
| 9. Magna Park Distribution Centre | 21. Life Sciences Opportunity Zone |
| 10. Agri-Food and Drink Processing | |
| 11. Fosse Park Retail Centre | |
| 12. City Centre and Strategic Regeneration Area in Leicester | |

*Places and activities highlighted in the Midlands Engine Strategy (2017)

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INFRASTRUCTURE AND THE MIDLANDS CONNECT STRATEGY

The fourth building block of our Plan is an understanding of the local road and rail networks and how they are supported by proposals in the Midlands Connect Strategy. A particular feature of the road and rail network in Leicester & Leicestershire is its emphasis on north-south movement and the difficulty of east-west movement. All routes, however, are heavily congested and few have the capacity to support growth beyond 2031.

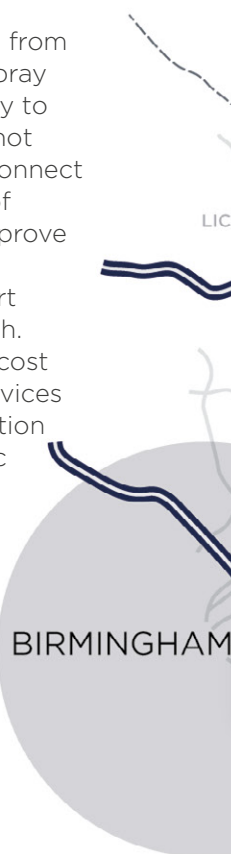
The Midlands Connect Strategy has been prepared jointly by the Midlands Connect Partnership and government agencies. It supports the Midlands Engine Strategy and sets out a series of long term transport investment priorities to help unlock jobs and growth. It proposes a rolling 25-year programme of strategic road and rail improvements around a series of economic hubs and intensive growth corridors.

The Strategy endorses a number of key rail projects in Leicester & Leicestershire including improved rail services between Leicester, Coventry and Birmingham. Key road projects include improving the A5, M42/A42 and A46 to expressway standard, including a new road to the south and east of Leicester linking into strategic highways to the west.

Whilst the electrification of the Midland Main Line north of Kettering will not now proceed as originally planned, we will continue to press for improvements to the track, stations and services to support our local economy and housing growth.

The improvement of the Leicester-Burton Railway Line does not form part of the Midlands Connect Strategy. Currently, the cost of improving the track for passenger use, re-instating stations and operating services on this line far exceeds available funding and the likely income. If viable funding solutions were to emerge, however, supported by new development in the vicinity of the line such that it could be re-opened for passenger use, the matter could be reviewed in future.

Similarly, the railway lines from Leicester to Melton Mowbray and from Melton Mowbray to Nottingham/Newark do not feature in the Midlands Connect Strategy. Improvement of these lines would also improve connectivity and provide additional public transport options to support growth. At present, however, the cost of improved lines and services requires further investigation to establish the economic case and availability of funding solutions.



THE MIDLANDS CONNECT STRATEGY HAS BEEN PREPARED JOINTLY BY THE MIDLANDS CONNECT PARTNERSHIP AND GOVERNMENT AGENCIES

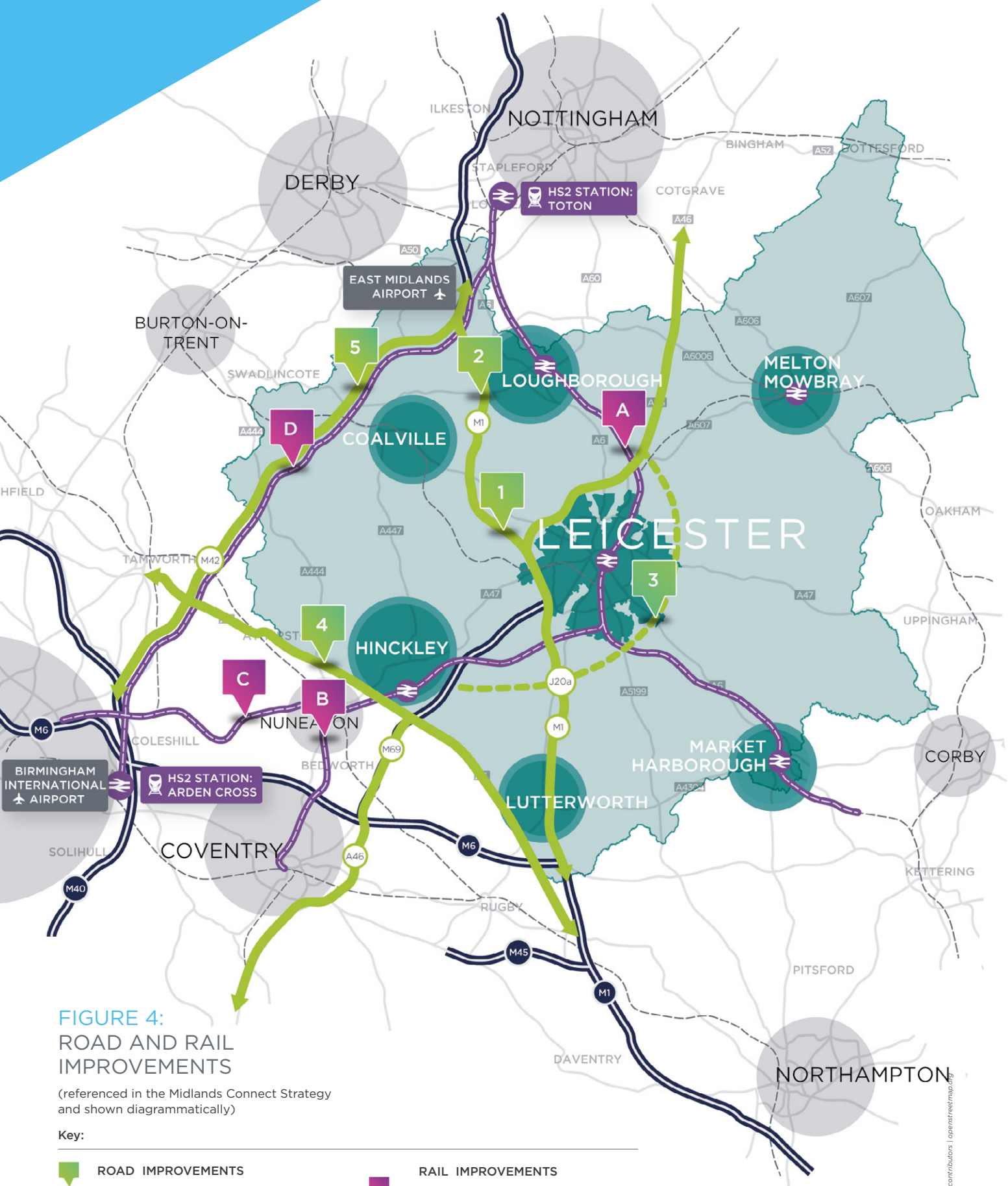
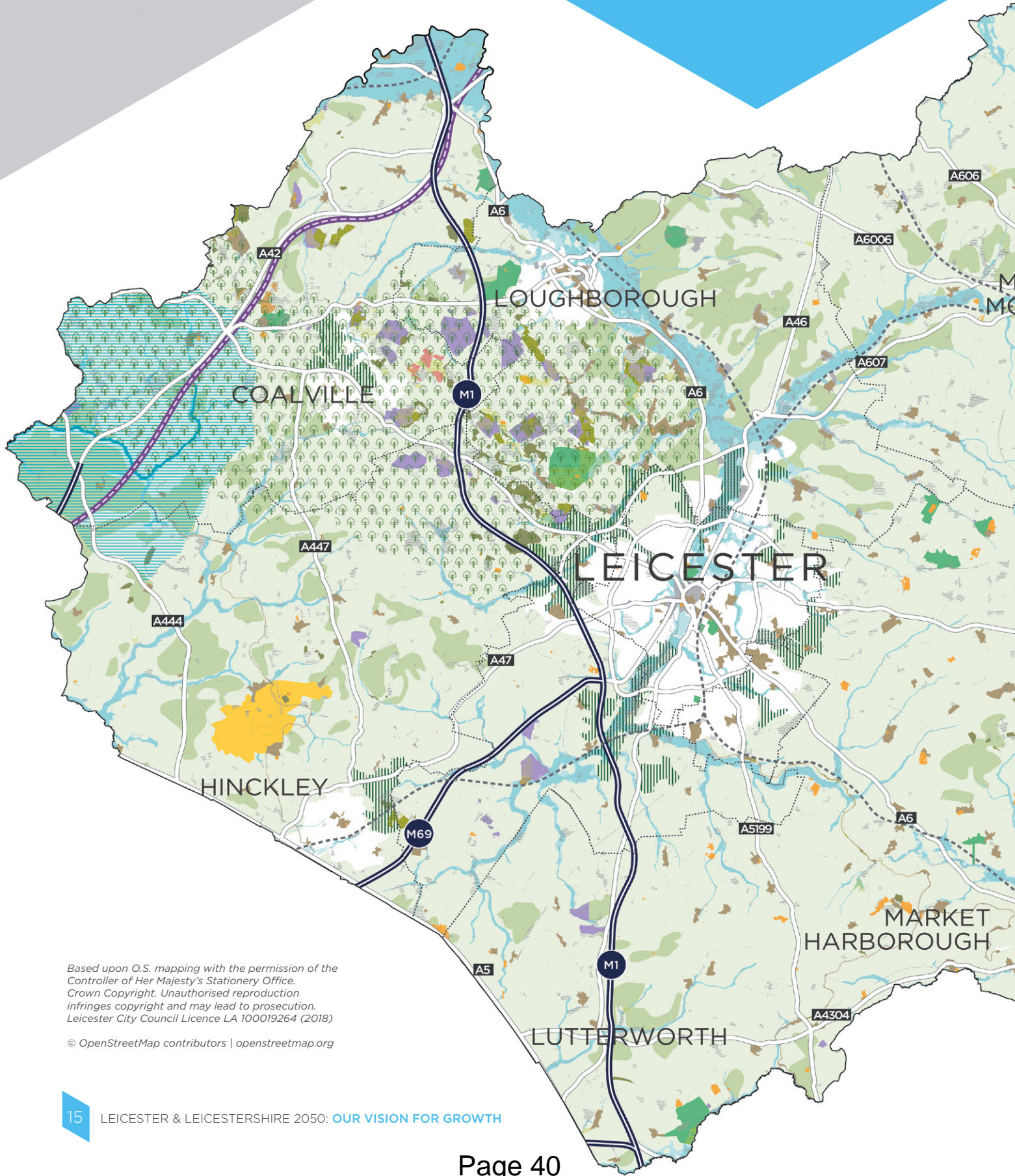


FIGURE 4:
ROAD AND RAIL
IMPROVEMENTS

(referenced in the Midlands Connect Strategy and shown diagrammatically)

Key:

- | | |
|--|---|
| <ul style="list-style-type: none"> ■ ROAD IMPROVEMENTS 1. Smart Motorway M1 J19-23a 2. M1 J23/A512 improvements 3. A46 Expressway (route to be defined) 4. A5 Expressway 5. M42/A42 Expressway | <ul style="list-style-type: none"> ■ RAIL IMPROVEMENTS A. Midland Main Line Upgrade and Electrification B. Leicester-Coventry Upgrade C. Leicester-Birmingham Upgrade D. High Speed 2 |
|--|---|



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PROTECTING OUR ENVIRONMENTAL, HISTORIC AND OTHER ASSETS

The fifth building block in the Plan is a recognition of the assets that are most important to us. We have identified key features and designations to help us make decisions about areas that need to be protected (See Fig 5). We have few national or international constraints but there are key features that are important to Leicester & Leicestershire, not least the National Forest, Charnwood Forest, Bosworth Battlefield, areas separating urban areas (our 'green wedges'), valuable landscape and townscape, local nature conservation designations, civic heritage, conservation areas, etc. Many other places are important locally and these too need to be protected.

In a strategic document such as this, it is impossible to convey the range of assets that we have. This information has been assembled, however, and is available on our website. Further detailed information is held by each of the local authorities and will be used to make decisions about potential development sites. Balancing the need for growth with protection of our assets has been a critical consideration.

Difficult decisions have had to be made but we know, from previous experience, that unplanned growth can bring even more unacceptable consequences. We will continue to gather evidence about our assets and how they can be protected as we continue our work on Local Plans.

FIGURE 5: ASSETS

Key:

AGRICULTURAL LAND GRADES:

- Grade 1
- Grade 2
- Grade 3

NATIONAL FLOOD ZONES:

- Level 3
- Level 2
- National / Charnwood Forest
- Battlefield
- Parks and Gardens
- Ancient Woodland
- Green Wedge

- Scheduled Monument
- River Mease Catchment Area
- River Mease SAC
- Conservation Areas
- National Nature Reserve
- Geology
- LNRs and Wildlife Sites
- Sites of Special Scientific Interest
- Archaeological Alert
- HS2

OUR OVERALL APPROACH

We acknowledge that Leicester & Leicestershire will grow. Our population is increasing and we need more homes. We have clusters of businesses, universities and research institutions that operate on a world stage. There is a national and regional imperative to provide more homes and jobs.

But we also know that too much growth in particular locations, and insensitive development, is having an adverse impact on our local communities and on our environment. The lack of essential infrastructure is also slowing the pace of delivery.

The Strategic Growth Plan is our proposal for balancing these competing interests. By providing a long term strategy and a framework for our Local Plans, the Strategic Growth Plan gives us the opportunity to identify strategic development locations and the infrastructure that is essential to their delivery.

THIS IS OUR OPPORTUNITY FOR CHANGE

OUR PRIORITIES

During the course of our work we have identified four priorities. They are:

- **creating conditions for investment and growth** - balancing the need for new housing and jobs with protection of our environment and built heritage.
- **achieving a step change in the way that growth is delivered** - focusing more development in strategic locations and less on non-strategic sites.
- **securing essential infrastructure that is needed to make this happen** - taking advantage of proposals to improve national and regional networks (as set out in the Midlands Connect Strategy) and maximising the benefits from them.
- maintaining the essential qualities of Leicester & Leicestershire and **delivering high quality development.**

This sets an agenda for growth which is based on achieving a better relationship between homes, jobs and infrastructure, increasing the speed of delivery and ensuring that development does not damage the special places that we cherish.

INVESTMENT AND GROWTH

Analysis of population and household statistics tells us that Leicester & Leicestershire will continue to grow whether we plan for this or not. New jobs continue to be created particularly in Leicester city centre, in the northern part of the county and around the market towns.

More new jobs are expected in the LLEP's priority sectors of life sciences (medical technologies); advanced manufacturing and engineering; advanced logistics; space and digital technologies; and textiles. These reflect the priorities of the Midlands Engine Strategy and the growth of the national economy.

More locally, individual authorities are focusing on tourism, leisure, health and wellbeing and supporting the rural economy. The Strategic Growth Plan provides a spatial framework within which this investment and growth can occur.

OUR VISION*

Our vision is that:

“By 2050, Leicester & Leicestershire will have established itself as a driver of the UK economy, exploiting opportunities for linkages across its diverse economic base, supporting its urban and rural centres, and taking advantage of its exceptional location. Growth will contribute to people’s health, happiness and well-being through the timely delivery of well-designed and high quality development, raising the bar in terms of environmental standards, quality of life and local distinctiveness.”

** Reference: Strategic Growth Statement (2016)*

SHIFTING THE FOCUS OF DEVELOPMENT

To date, the majority of new housing in Leicester & Leicestershire has been built on small and medium-sized sites in the City, market towns, villages and rural areas. Some of this development has been unplanned. Often these developments make little or no contribution to infrastructure or services and, instead, rely on existing facilities. This has created significant problems. Some communities feel overwhelmed by the speed and scale of change. Others are disadvantaged by pressures on local schools, health centres and recreation facilities. Congestion on local roads and public transport is a frequent cause of complaint.

Sometimes those who want to live in good quality homes close to their place of work find that there is little available within their price range. Several major employers and clusters of economic opportunities are located towards the edge of the County. Not all are close to housing so a great deal of commuting takes place. This is a problem not least for those who do not have a car – public transport is often limited.

Our strategy proposes to build more development in major strategic locations and to reduce the amount that takes place in existing towns, villages and rural areas. This will allow us to plan for new housing and employment together with new and improved roads, public transport, schools, health services, local shops and open space.

We are working with developers and Homes England to increase the speed at which development sites come forward and are built out. We will continue to seek funding for essential infrastructure to support development.

Our analysis has demonstrated that, through our existing and emerging Local Plans, and planning permissions, we can make provision for the amount of new homes and jobs we need in the period up to 2031. This will be achieved through a mixture of major strategic sites already identified in Local Plans (about 40%) and smaller scale growth on non-strategic sites (about 60%).

SECURING ESSENTIAL INFRASTRUCTURE

Delivering sustainable growth, before and after 2031, needs new infrastructure, not only road and rail improvements but also schools, healthcare facilities, venues for sports and leisure, open space, community halls, etc. Through our work on Local Plans we have already identified the road and rail improvements that are needed to support growth in housing and jobs up to 2031. Statutory agencies also have the information that they need to organise their investment priorities. The problem has been aligning this provision across a number of delivery agencies. Solving this problem will lie at the heart of delivering growth in the early stages of our plan.

Beyond 2031, the scale of infrastructure and service provision is such that significant investment by government will be needed. Our strategy makes provision for more of our growth to be provided in strategic locations. To do this, we need to:

- deliver the infrastructure and services that have already been identified in Local Plans and planning applications; and
- secure public sector funding for new strategic infrastructure which will open up sites for development.

In terms of road and rail improvements, the Midlands Connect Strategy lays the foundations for longer term, strategic investment. Analysis has shown that by investing in road and rail schemes in Leicester & Leicestershire, congestion can be reduced on other parts of the regional and national network. The strategy, therefore, proposes major improvements to road and rail facilities throughout the area.

We have considered how these road and rail improvements could support strategic development in Leicester & Leicestershire. We have concluded that there are major opportunities for strategic development in locations that relate well to areas of housing need and economic opportunity. It makes great practical and financial sense to maximise the benefits that are offered by these schemes.

We recognise that, if high quality sustainable development is to be achieved, these schemes will need to be supported by public sector investment in local road and rail improvements, and in public transport. The City and County Councils, as highway authorities, are already starting to identify what will be needed but decisions cannot be finalised until specific development sites have been identified in Local Plans. The Strategic Transport Plan will provide more information on what these improvements are and how they will be delivered.

In terms of private sector projects, we recognise that the lack of funding, or the ability to secure finance, and a range of other factors have caused delay. We need to resolve these problems if we are to create high quality developments with a sense of place and everything that they need to create real communities. Growth after 2031 is also very much dependent upon earlier infrastructure being put in place.

We will work collaboratively with the private sector and others to remove any barriers which exist. The Strategic Growth Plan, together with Local Plans, the Local Industrial Strategy and the Strategic Transport Plan will demonstrate that we are speaking with one voice and are committed to an agreed strategy.

DELIVERING HIGH QUALITY DEVELOPMENT

We have decided that our common agenda will be delivering 21st century garden towns, villages and suburbs within our strategic growth areas. This reflects the settlement pattern of the City and County, and establishes a framework for protecting the valuable assets that we have. It also allows us to develop a strong agenda around social, economic and environmental priorities.

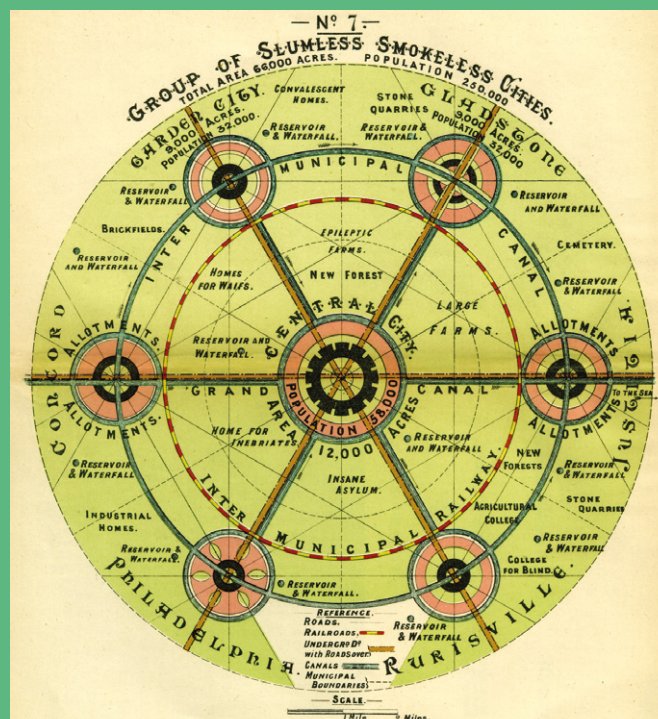
The scale of opportunity in Leicester & Leicestershire assists these choices. Our strategy focuses development along transportation corridors and close to important employment centres. At a local level, we could expand existing settlements or create new ones. We could plan for some new development in existing urban areas. Indeed, given the scale of opportunity, several of these options could be delivered in combination. The decisions will be made in our Local Plans but the intention is that individual decisions will be made in line with this strategy.

We also propose to seek high quality environments, with a strong community focus and economic justification, and we consider that new strategic development should be delivered to a common agenda.

For this we have looked to our distinctive settlement pattern - Leicester as a thriving central city surrounded by strong, independent and characterful market towns, and extensive rural areas. We are keen to reflect our heritage of garden suburbs and government support for new garden towns, villages and suburbs.

The Garden City concept allows us to plan for new development which captures the very best of town and country. It would ensure that new development is planned with strong social, economic and environmental foundations, and that communities are placed at the heart of planning. This is the common agenda to which we will work as we bring forward, through our Local Plans, the major development opportunities in the Plan.

FIGURE 6:
THE SOCIAL CITY CONCEPT OF THE GARDEN CITY MOVEMENT



Credit: Town And Country Planning Association

OUR SPATIAL STRATEGY

Our spatial strategy acknowledges the scale of growth that is already in the pipeline as a result of Local Plans and planning permissions. It also builds upon known road and rail infrastructure opportunities or commitments. In delivering the strategy we will enhance the role of Leicester at the heart of the county and maintain the close relationships between the City, the market towns and rural areas. In doing so, we will prepare Local Plans in line with this spatial strategy to ensure that growth is delivered in a way which responds positively to our aspirations.

LEICESTER: OUR 'CENTRAL CITY'

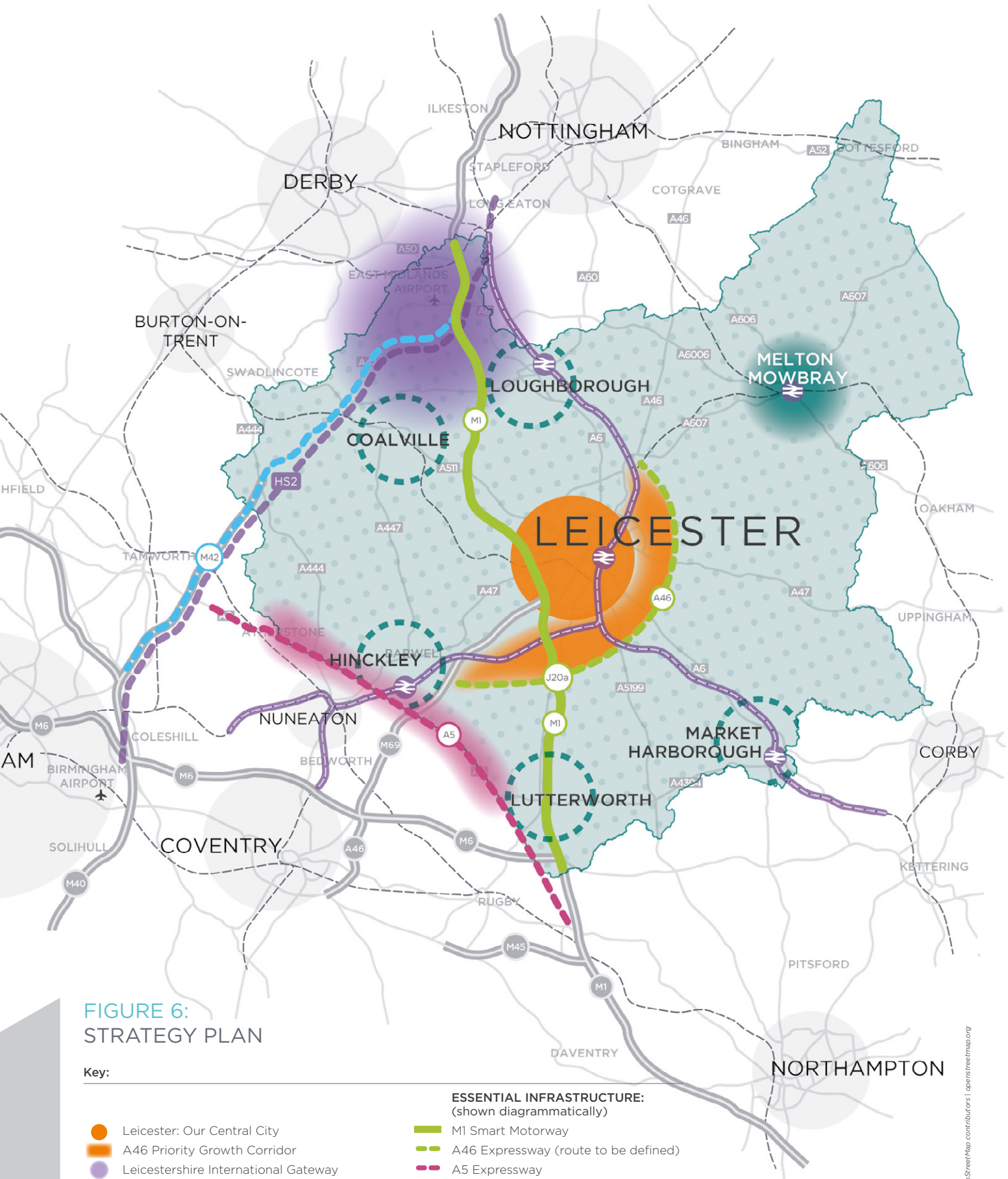
Leicester has a pivotal role to play in the strategy. We propose that it should develop its role as the 'central city' supporting the market towns and rural areas around it. More jobs, leisure, arts, culture and entertainment facilities would be provided within the City Centre. The strategic regeneration area along the Waterside will develop as a mixed use area, extending the economic opportunities available within the centre of the City, but balancing new jobs with the need for new homes.

The population of the urban area, in and around Leicester City, is about 650,000 and increasing rapidly. We are working collaboratively to accommodate all of the homes that the City needs in places that are well-connected to it.

Given the scale of housing need and the potential for new jobs, the City needs to grow. This needs to be done in such a way that we can make full use of existing services and infrastructure within the City. Also, by providing more homes close to jobs in the City Centre and other employment centres, we will be able to relieve development pressures in other parts of the surrounding **BIRMINGHAM** authorities.

Given the scale of development on the fringes of Leicester, any growth would need to be accompanied by measures to increase capacity on the radial roads and improve public transport, cycling and walking.

WE WILL ENHANCE THE ROLE OF LEICESTER AND MAINTAIN THE CLOSE RELATIONSHIPS BETWEEN THE CITY, THE MARKET TOWNS AND RURAL AREAS



THE A46 PRIORITY GROWTH CORRIDOR

The 'expressway' proposal for the A46 is critical to our strategy. It not only provides an alternative route to the M1 but also creates the opportunity for significant development to the south and east of the City. The expressway proposal is included in the Midlands Connect Strategy and proposes a new road extending from a new or improved junction on the M69, and continuing to the south and east of Leicester, with a new junction on the M1 (J20a). The new road will re-join the existing A46 to the north-east of the City. The precise route of the new road will have significant implications for encouraging growth in Leicester and Leicestershire and will be the subject of consultation at various stages in its routing and design.

Improvements to the railway lines and services between Leicester, Coventry and Birmingham are also proposed.

The combination of new and improved roads and railways in this area creates the opportunity for major development along a corridor extending around the southern and eastern fringes of Leicester. The proposed new road is of national and regional significance but it also provides the opportunity for strategic development in Leicester & Leicestershire. We estimate that this corridor has the potential to accommodate about 38,000 new homes and additional new jobs.

The Midlands Connect Strategy proposes that the A46 and A5 expressways will be built by the early 2030s. Increased capacity on the railways is proposed within the same timeframe. As planning progresses on these road and rail projects, and Local Plans make provision for future development, the Plan proposes that we should start to shift the balance of new growth, away from small and medium-sized sites, towards major strategic locations within this corridor.

WE ESTIMATE THAT THIS CORRIDOR HAS THE POTENTIAL TO ACCOMMODATE ABOUT 38,000 NEW HOMES AND ADDITIONAL NEW JOBS

THE LEICESTERSHIRE INTERNATIONAL GATEWAY

The Leicestershire International Gateway is focused around the northern parts of the A42 and the M1, where there are major employment opportunities notably East Midlands Airport, East Midlands Gateway (strategic rail freight terminal) and HS2 station at Toton nearby. The authorities have already made provision for strategic new housing developments in Ashby, Coalville, and Loughborough and these need to be completed as a matter of priority to provide the opportunity for people to live close to their places of work. At the same time, some parts of the area (e.g. the centres of Coalville and Shepshed) are in need of regeneration and the physical fabric needs to be improved. In our Local Plans we intend to explore the theme of 'forest towns' suggested in the National Forest Strategy. This could be a way of enhancing the physical fabric of the towns and villages in this area and making the most of our environmental assets. It would also support investment in tourism and leisure facilities and health and wellbeing agenda.

Loughborough, with a world class university, has also made provision for a science and enterprise park and this needs to be delivered in conjunction with improved access from J23 on the M1, now funded.

Overall, we estimate that the area has the potential to accommodate about 11,000 new homes. Improvements to the A42, the M1, railway lines and services – all set out in the Midlands Connect Strategy – support this opportunity.

THE A5 IMPROVEMENT CORRIDOR

The A5 provides a long distance strategic route running from the south-east to the north-west. The route acts as an alternative to the M6 motorway between J12 and the M1 but suffers from increasing congestion and lack of capacity to serve as a relief route when there are problems on the M6. Also, it is expected to experience increased traffic growth in the future from advanced manufacturing and logistics developments such as the MIRA Enterprise Zone & Technology Park, phase three of DIRFT near Daventry and Magna Park in Lutterworth.

Improvement of the A5 corridor is essential to reduce congestion in the area, to deliver already planned housing growth and to support delivery of major industrial sites which already have Local Plan allocations and/or planning permission. Managing the delivery of consented/allocated sites in and around Hinckley will be achieved through Local Plans.

There are long-standing proposals, promoted by the A5 Partnership, to improve the A5 from Dodwells to Longshoot, widening to dual-carriageway a short section of the A5 near Hinckley, which carries the traffic of both the A5 and the A47. The A5 Partnership proposals also call for improvements to upgrade the A5 between the A38 and the M1 to 'expressway' standard. This is supported by the Midlands Connect Strategy and will provide much needed relief to local roads, and provide an efficient alternative route to the M6, between J12 and the M1.

MELTON MOWBRAY: KEY CENTRE FOR REGENERATION AND GROWTH

Melton Mowbray sits at the centre of a largely agricultural area in the north east of the county. Somewhat distant from other centres, strategic road and rail routes, the town functions as a rural hub for the surrounding villages and rural communities, the focus of social and economic activity, enhanced by a characterful and distinctive landscape. Recently economic growth has been constrained by lack of sites and poor connectivity but there is evidence that local firms are looking to expand and new businesses wish to move in.

The town centre is congested and in need of regeneration but has a great deal of potential. Investment in the public realm – the buildings, public spaces, streets – would do much to restore confidence in the town and support its potential as centre for tourism and leisure in one of the most attractive parts of the county.

The recent approval for the Melton Mowbray Relief Road provides the catalyst for change: it will remove congestion in the town centre and open up land for development to the north and east of the town. Similar investment in highways to the south of the town could increase this further. New growth will support town centre shops and services and provide the opportunity for people to live close to where they work. The new A46 expressway and improved connections to it, will also improve connectivity to Leicester, the M1 and the Leicestershire International Gateway.

AREAS OF MANAGED GROWTH IN LOCAL PLANS

Coalville, Hinckley, Loughborough, Lutterworth and Market Harborough vary in size, location and economic base but all contribute significantly to the local economy. All are already under intense pressure for development and have made substantial provision within and on the edges of the existing towns. Much of this has still to be built and is dependent upon new local infrastructure. Further sustainable development should be consistent with the need to support local growth. In particular, there are aspirations for continued town centre regeneration and better services.

TABLE B: NOTIONAL CAPACITY OF STRATEGIC GROWTH AREAS (DWELLINGS)

Growth area	Notional capacity (dwellings)
A46 Priority Growth Corridor	38,000
The Leicestershire International Gateway	11,200
Melton Mowbray: Key Centre for Regeneration and Growth	3,800
Total	53,000

OUR VILLAGES AND RURAL AREAS

In recent years, our villages and rural areas have been under intense pressure for growth. The strategy proposes that, in future, there will be limited growth in these areas, consistent with providing for local needs.

NOTIONAL CAPACITY (DWELLINGS)

We have estimated the notional capacity of our strategic growth areas to accommodate new homes and this is shown in Table B below. In Appendix B we indicate how this growth would be distributed across the eight local authorities in Leicester & Leicestershire.

NOTIONAL CAPACITY (EMPLOYMENT LAND)

Our study of housing and economic development needs* indicates the amounts of employment land that will be required in the periods 2011-31 and 2011-36 (see Appendix A). We are confident that, for these periods, provision will be made in existing and emerging Local Plans.

Longer term requirements are not quantified. The need for employment land is subject to considerably greater market variability than the need for new homes.

It is, therefore, unrealistic to anticipate what these might be so far ahead. In principle, however, it is considered that the spatial distribution of new employment will need to reflect the overall strategy of the Plan, enable homes and jobs to be located in close proximity, and take advantage of opportunities for commuting by public transport. The need for new employment land will be monitored and reviewed on a regular basis through the preparation and adoption of Local Plans.

OUR COMMITMENT TO DELIVERY

A PARTNERSHIP APPROACH

Our analysis demonstrates that Leicester & Leicestershire has the potential to deliver development which is of national and regional significance. The fact that the Strategic Growth Plan has been prepared by the ten partner organisations responsible for planning, transport and economic development demonstrates the extent of the collaborative work that is taking place. Three strategic documents are being prepared in parallel: the Strategic Growth Plan, the Strategic Transport Plan and the Local Industrial Strategy. Together with Local Plans, these key documents will demonstrate our commitment to future growth and infrastructure investment.

STATUTORY VS NON-STATUTORY PLANS

The changes to the National Planning Policy Framework state a preference for statutory plans, make recommendations on a standard methodology for calculating housing need, and set out the requirements for a '*Statement of Common Ground*'. The work on our three strategic documents, however, has reached an advanced stage. To pause and re-work the Strategic Growth Plan in a different format would cause significant delay at a time when there are significant issues to resolve and opportunities to grasp.

We propose, therefore, to proceed on the basis of a non-statutory plan and we will reinforce its provisions as necessary to give confidence that we are committed to delivery. We will implement the Strategic Growth Plan through our statutory Local Plans, supplemented by additional documents as necessary.

Should circumstances change in future, we can update housing need and supply through Statements of Common Ground and/or a review of the Strategic Growth Plan.

ALIGNING INFRASTRUCTURE AND GROWTH

It is clear, however, that we will need support from government if we are to achieve the step change in the amount and speed of housing and economic growth that we propose. We started our work with a shared commitment to deliver the homes and jobs that Leicestershire needs over the period 2011-50 and our strategy is set out in this Plan. We wish to take full advantage of the opportunities that are presented by the Midlands Engine and Midlands Connect strategies. Our proposals, therefore, maximise the benefits that are delivered by the infrastructure investment proposed in these documents. We value the government's stated commitment to the region.

DIGITAL CONNECTIVITY

Digital connectivity is a significant issue in parts of Leicester & Leicestershire, both rural and urban. High quality communications support remote working and provide access to on-line services. They are an essential part of the infrastructure planning process and need to be funded as such.

OUR OFFER TO GOVERNMENT

Our offer to government, in return for investment in infrastructure, is to maximise the benefits that can be achieved from commitments that are already made in the Midlands Engine and Midlands Connect strategies. We are confident that we can deliver genuinely high quality new homes and jobs, in successful communities at a faster pace than has been achieved to date. New infrastructure will enable this to happen.

Given that our growth in the period 2011-31 can be provided on existing sites or in Local Plans, we have time to align infrastructure and new growth. We propose to work with government and its executive agencies to put this into effect. We will also work with local communities and government departments to ensure that new development brings with it the local services that are needed. For our part, through our Local Plans, we will deliver the growth that is set out in this Plan, ensuring that new development is built to the highest possible standards.

APPENDIX A

HOUSING NEEDS 2011-31 AND 2011-36

We have undertaken a study of our housing and employment economic development needs for the periods 2011-31 and 2011-36 to align with the different time periods for which Local Plans are being prepared. The results of this analysis are set out in Tables 1 and 2 and further detail can be found in the study. Leicester City Council has formally declared that it will be unable to meet its 'objectively assessed needs' (OAN) for housing for the period 2011-31. Oadby & Wigston Borough Council has declared that, subject to further investigation of highway matters, it might be unable to meet its needs for the period 2031-36. Planning guidance requires the OAN to be satisfied across the 'housing market area' (HMA) as a whole.

We have undertaken an analysis of completions, planning permissions and allocations in adopted and emerging Local Plans. We have concluded that sufficient provision has been, or will be, made in adopted or emerging Local Plans to accommodate the OAN for housing, across the HMA as a whole, for the period 2011-31. The unmet need arising in the administrative areas of Leicester City Council will, therefore, be accommodated in the remaining borough and district councils and this will be reflected in Local Plans as they progress, supported by an agreed statement or Statement of Common Ground as appropriate.

Beyond 2031, provision will be made in Local Plans in accordance with the framework set out in this Plan.

TABLE 1: HOUSING NEED 2011-31

Authority	Housing Need ¹	
	Number of dwellings per annum	Total number of dwellings
Blaby DC	370	7,400
Charnwood BC	1,031	20,620
Harborough DC	532	10,640
Hinckley & Bosworth BC	471	9,420
Leicester City Council	1,692	33,840
Melton BC	186	3,720
North West Leicestershire DC	481	9,620
Oadby & Wigston BC	148	2,960
Total (Leicester & Leicestershire)	4,829²	96,580²

TABLE 2: HOUSING NEED 2011-36

Authority	Housing Need ¹	
	Number of dwellings per annum	Total number of dwellings
Blaby DC	361	9,025
Charnwood BC	994	24,850
Harborough DC	514	12,850
Hinckley & Bosworth BC	454	11,350
Leicester City Council	1,668	41,700
Melton BC	170	4,250
North West Leicestershire DC	448	11,200
Oadby & Wigston BC	155	3,875
Total (Leicester & Leicestershire)	4,716²	117,900²

Notes:

1. Source: *Housing and Economic Development Needs Assessment*, GL Hearn, January 2017

2. The totals do not match the sum of the parts due to the way in which additional provision to support economic growth in Melton BC and North West Leicestershire DC is taken into account.

EMPLOYMENT LAND NEEDS 2011-31 AND 2011-36

The study of housing and economic development needs also considered employment land needs for the periods 2011-31 and 2011-36. The results of this analysis are set out in Table 3 and further detail can be found in the study. In addition to the needs set out in Table 3, the authorities will seek to meet the need from strategic B8 uses identified in a separate study relating to logistics and distribution.

TABLE 3: EMPLOYMENT LAND NEEDS (HA) 2011-31 AND 2011-36

	2011-31			2011-36		
	B1a/b	B1c/B2	Small B8	B1a/b	B1c/B2	Small B8
Blaby DC	37-45	15	10	47-48	19	12
Charnwood BC	14-37	21	11	17-40	26	13
Harborough DC	14-21	22	8	17-24	28	9
Hinckley & Bosworth BC	11-32	14	16	13-34	17	20
Leicester City Council	2-6	36	15	3-7	45	19
Melton BC	10-18	21	14	10-23	26	17
North West Leicestershire DC	45-46	3	17	50-56	4	21
Oadby & Wigston BC	1	0	4	2	0	5
Totals	142-198	132	93	177-215	165	117

Notes:

The range for the Total B1a/b does not sum to the cumulative minimum and maximum range for each local authority. This is because the source of the minimum and maximum figures varies according to the outcome of the labour demands scenario and completions trends. The totals reflect the total for each scenario. Numbers may also not add up due to rounding.

Local plans will make provision for these needs in the period 2011-36.

Beyond 2031, provision made in Local Plans, for both housing and economic growth will be made in accordance with the framework established by the Strategic Growth Plan.

APPENDIX B

NOTIONAL HOUSING NEEDS AND SUPPLY 2031-50

For the purposes of the Strategic Growth Plan, we need to estimate the likely scale of growth for the period 2031-50. This needs to be identified across the housing market area as a whole. Currently, only the Melton Local Plan goes beyond 2031, and only to 2036.

The study of housing and economic development needs also gives us an indication of what needs might be for the period 2031-36.

We recognise that projecting forward beyond this date is highly problematical but we need some notional estimates of growth in order to take a longer term view. In the absence any more authoritative data, therefore, we have chosen to extrapolate these figures forwards. The results are set out in Table 4.

It is important to note that, although these numbers cannot be regarded as being authoritative, they will be consistently monitored and reviewed, and can be adjusted as necessary.

In Table 4, we have also estimated the likely sources of housing supply. The Strategic Growth Plan assumes that both Leicester City Council and Oadby &

Wigston Borough Council will be unlikely to be able to meet their objectively assessed needs during this period. Table 4, therefore, assumes that there will be a re-distribution of housing across the housing market area. In line with the strategy set out in the Plan, we propose that there should be a shift in the focus of development from small- and medium-sized sites to strategic locations.

The authorities in Leicester & Leicestershire agree that the distribution in Table 4 will be used as the basis for future Local Plans. This will be reinforced in an agreed statement or Statement of Common Ground and in Local Plans.

TABLE 4: NOTIONAL HOUSING NEED AND SUPPLY 2031-50

Authority	Notional Housing Needs 2031-50 ¹		Delivery on Non-Strategic Sites ⁴		Delivery on Strategic Sites	Total Delivery	
	dpa	Total	dpa	Total	Total	dpa	Total
Blaby DC	361	6,859	110	2,060 ³	15,500	924	17,560
Charnwood BC	994	18,886	470	8,890 ²	10,000	994	18,890
Harborough DC	514	9,766	150	2,930 ³	13,000	838	15,930
Hinckley & Bosworth BC	454	8,626	140	2,590 ³	7,500	531	10,090
Leicester City	1,668	31,692	550	10,450	0	550	10,450
Melton BC	170	3,230	80	1,520	3,800	280	5,320
North West Leicestershire DC	448	8,512	240	4,520 ²	5,200	512	9,720
Oadby & Wigston BC	155	2,945	60	1,140	1,500	139	2,640
Total (Leicester & Leicestershire) (%)	4,764	90,516	1,800	34,100 (38%)	56,500 (62%)	4,768	90,600

Notes:

1. Notional housing needs 2031-50 based on information contained in Housing and Economic Development Needs assessment (January 2017)
2. Charnwood and North West Leicestershire are assumed to meet notional OAN so delivery on non-strategic sites exceeds the Strategic Growth Plan's figure of 40% of notional OAN.
3. Due to the level of provision for development on strategic sites in Blaby DC, Harborough DC and Hinckley & Bosworth BC, development on non-strategic sites is limited to 30% of notional OAN.
4. Delivery on non-strategic sites rounded to the nearest '10'.



For further details on the Strategic Growth Plan please visit our web site:

➤ llstrategicgrowthplan.org.uk

or contact any of the partner organisations listed on the inside cover.

APPENDIX B

Key changes made following consultation on the Draft Strategic Growth Plan

Matter	Explanation
Chapter 3: Accommodating our Growth	
Ch 3: Title changed from ' <i>Accommodating Our Growth</i> ' to ' <i>Planning for Our Growth and Infrastructure</i> '.	Emphasises relationship between growth and infrastructure.
Ch 3: Re-drafted to bring together two time periods 2011-31 and 2031-50 (housing numbers as before).	Provides clarity on scale of growth over long term; better support for funding bids.
Ch 3: New text on aligning growth, infrastructure and services; focus on delivery, removing barriers to development; increasing speed.	Emphasises need for infrastructure to support committed and new development; identifies other infrastructure needs and priorities.
Chapter 4: The Building Blocks for our Plan	
Ch 4: New text added on the revised National Planning Policy Framework (NPPF).	Explains how we will address changing government policy.
Ch 4: New text and plan relating to environmental, historic and other assets.	Emphasises that such assets are an important consideration when planning for and integrating growth into its environment, context and setting.
Chapter 5: Our Overall Approach	
Ch 5: New text on ' <i>Investment and Growth</i> '	Recognises that Leicester & Leicestershire will continue to grow so we have to plan for this; links to the LLEP's emerging Local Industrial Strategy; and ensures that local aspirations are reflected in the SGP.
Ch 5: New text on ' <i>Securing essential Infrastructure</i> '	States that wide range of infrastructure is needed; promised infrastructure needs to be provided in parallel with the delivery of growth; much of this from the public sector but also collaboration with private sector.
Ch 5: Text on garden cities agenda brought forward.	To emphasise the way in which this agenda will lie at the heart of our proposals to give social, economic and environmental focus to the

Matter	Explanation
	delivery of growth in a plan-led way.
Chapter 6: Our Spatial Strategy	
Ch 6: New text to emphasise that the SGP will be delivered via Local Plans	To emphasise that local planning authorities intend to be at the forefront, managing the delivery process
Ch 6: A46: identified as the <i>'The A46 Priority Growth Corridor'</i>	Reinforces the message that the new A46 Expressway is a critical infrastructure element of the strategy without which growth on the scale/speed proposed would not be possible.
Ch 6: <i>'Northern Gateway'</i> : Re-defined and identified as <i>'The Leicestershire international Gateway'</i>	Recognises the increasingly international importance of this area with East Midlands Airport, East Midlands Gateway, HS2 station, major employers, new roads, etc.
Ch 6: <i>'Southern Gateway'</i> deleted; replaced with <i>'A5 Improvement Corridor'</i>	Emphasises the importance of the A5 improvements to the delivery of committed growth
Ch 6: Lutterworth deleted as <i>'Key Centre for Growth'</i> ; re-designated as an <i>'Area of Managed Growth in Local Plans'</i>	Allows the local planning authority to focus on current proposals for growth and manage future development in Local Plans
Ch 6: Melton Mowbray renamed <i>'Key Centre for Regeneration and Growth'</i>	Better reflects the aspirations of the local authority for growth and regeneration supported by new infrastructure
Strategy Plan revised	Amended in line with changes.
Housing Numbers	
Housing numbers: <ul style="list-style-type: none"> • Reduced by 2,000 dwellings in the area of Harborough DC • Increased by 800 dwellings in the area of Melton BC • Increased by 1,200 dwellings in the area of North West Leicestershire DC 	Provides a more sustainable distribution and accurately reflects the positive aspirations of local authorities.
General changes to the text in various places	

Matter	Explanation
Clear support for public transport enhancements; including radial routes and railways not in Midlands Connect Strategy e.g. Leicester-Burton Line and around Melton Mowbray.	Better reflects the aspirations of the partners in terms of public transport improvements.
Recognition of the need for public transport to support growth.	Amended to emphasis aspirations for improved public transport as part of a sustainable transport strategy.
Importance of delivering infrastructure in parallel with growth in order to support both long term growth and growth committed through the grant of planning permission.	Emphasises that infrastructure is needed to support both long term growth and sites which already have planning permission.
Emphasis on relationship/dependency between strategic and 'lower order' infrastructure	Recognises that improvements to the wider network will be needed to support the strategic road and rail improvements highlighted in the Plan.
Emphasis on delivery.	Emphasises that development in the period 2011-31 needs to be accelerated.
Align homes and jobs; recognising LLEP priorities.	Recognises the desire to reduce levels of commuting and the relationship between major employment centres and new homes.
Clear support for regeneration e.g. Coalville Town Centre	Acknowledges that growth can take the form of regeneration and redevelopment of brownfield sites.

CABINET – 18TH OCTOBER 2018

Report of the Head of Customer Experience Lead Member: Councillor Leigh Harper-Davies

Part A

ITEM 8 REVENUES AND BENEFITS SERVICE DELIVERY – FUTURE OPTIONS

Purpose of Report

To seek agreement from Cabinet on the next steps in the decision-making process for the delivery of the Revenues and Benefits Service post 2020 when the current outsourcing contract comes to an end.

Recommendations

That Cabinet endorse the development of Options 2 and 3, as set out in Part B of this report, into detailed and costed proposals to present to Cabinet for a final decision on the future provision of the Revenues and Benefits service.

Reason

To allow resources to be focussed on a defined set of preferred future service delivery options.

Policy Justification and Previous Decisions

One of the key themes of Charnwood Borough Council's Corporate Plan is to *Deliver Excellent Services*. This project is in line with this theme, particularly in terms of "providing high quality, affordable and responsive services ... always seeking to improve the services that we deliver ... We will maintain the financial stability of the Council whilst continuing to seek ways to deliver better services as efficiently as possible".

The current Revenues and Benefits service delivery contract was introduced in February 2010. As the contract has now been in operation for coming up to 10 years it is necessary to review and take the opportunity to look at alternative delivery models on a timely basis to ensure we continue to deliver a service to meet both the needs of our residents and those of the Council.

Implementation Timetable including Future Decisions and Scrutiny

The existing contract with Capita LGS for the delivery of the current Revenues and Benefits Service expires February 2020. With this in mind it is proposed that a final report will be presented to Scrutiny Management Board and Cabinet in February 2019. This will allow development of an implementation plan with a view to ensuring continuation of the Service from February 2020.

Report Implications

The following implications have been identified for this report.

Financial Implications

At this stage there are no direct financial implications; resources to develop the options identified can be found within existing resources.

Risk Management

There are no specific risks associated with this decision at this stage

Key Decision: No

Background Papers: None

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Part B

Background

1. In 2009 the Council agreed to outsource its Benefits, Revenues and Business Rates Services to Capita LGS for an initial period of 10 years, effective from 1st February 2010. This contract has the option for an extension for an additional 5 years from 2020. As we now near the end of the current contract period it is appropriate to consider what options are available to the Council for the future delivery of this service.
2. In broad terms the options available for consideration are:
 1. Bring the currently outsourced service back in house
 2. Seek out a shared service arrangement with other local authorities
 3. Extend the existing contract for a further (maximum) of 5 years
 4. Re-procure an outsourced arrangement for the provision of Revenues and Benefits Services
3. Each of the above has advantages and disadvantages which could be weighted more or less strongly dependent on prevailing circumstances. At present, the continued uncertainty around the impact of Universal Credit, which is likely to have a fundamental impact on the future shape of the service in the medium term, but with an uncertain roll-out schedule, suggest that options that provide lower risk and higher levels of flexibility would be preferred. It should also be noted that the lead time for some of the above options is quite extensive.
4. To assist in the initial assessment, the current provider has recently provided a future options paper for consideration. In addition to this, discussions have also commenced with another shared service provider. If the selected option will (or may) result in a move away from Capita as service provider, then formal procurement (or equivalent) processes will need to commence from late-2018 to guarantee sufficient time for service transition.

Options

1. Bring the currently outsourced service back in house

The option to bring the service back in house should be considered carefully. Whilst this option gives the Council full control in terms of service delivery there are also a number of other less positive factors that need to be fully considered.

Considerations

+Pros

- Customer and quality will be the focus of the service not profit
- Full control of service delivery within the authority; may offer more budgetary flexibility
- Possible opportunity to offer support to other local authorities to generate income
- More flexible options for employees in terms of flexible working etc.

-Cons

- Lack of resilience across the service compared to being part of a larger organisation or partnership
- Potentially higher costs – no opportunities for shared structure particularly management or IT systems leading to higher costs
- Significant work to initially set up structure, team, working practices etc. – will require some additional dedicated resources initially to support this at additional cost
- Risk to service delivery during transitional phase
- Lack of flexibility in service delivery; due to welfare reform the landscape for Housing Benefits is constantly changing making it difficult to forecast accurately the resources that will be required to deliver the changing service over the next 4-5 years. This could lead to over or under resourcing which would affect service delivery, reputation and could eventually lead to addition costs such as redundancies. The current rollout timetable for Universal Credit has regularly changed and in total the project is now 8 years behind target.

2. Seek out a shared service arrangement with other local authorities

There is already a Leicestershire Revenues & Benefits Partnership which is made up of North West Leicestershire District Council, Harborough District Council and Hinckley & Bosworth Borough Council. This partnership has been operating successfully for a number of years with each authority maintaining their independence.

Considerations

+Pros

- The aim of the partnership is '*Working in Partnership to deliver better services*' the focus remains on delivering high quality service for customers driven by efficiency and effectiveness, not for profit
- The partnership is well established with embedded governance arrangements, management/staffing structure and processes in place. Performance results shows the Partnership is delivering in line or better than other authorities in the area. The performance is higher than the Council at present.
- The service is scalable and flexible to meet the changing demands as a result of welfare reform as well as peaks and troughs throughout the year. Initiatives such as home working have meant the team work flexibly outside of normal business hours to meet the demands at peak times.
- Partnership arrangement gives good degree of resilience to the service
- Currently all authorities within the Partnership are using the same IT systems, this creates opportunity to reduce overall costs at contract negotiations stage due to economies of scale.

-Cons

- Possible initial risk to service delivery during change over period

- Less clear-cut accountability in a partnership than in a commercial contract.

3. Extend the existing contract for a further (maximum) of 5 years

The current contract with Capita LGS has been in place since 1st February 2010. Overall the contract has delivered as expected. However, in terms of current delivery there have been some concerns in terms of collection rates and delivery of an effective Housing Benefit Service.

Considerations

+Pros

- Lowest risk option for the Council in terms of ongoing service delivery with no transitional arrangement required
- No additional costs required as minimal transition work.
- Systems, process and resourcing all in place and functional
- Established working relationships in place.
- Opportunity to review current KPI's to modernise the requirements and ensure the service can be effectively managed
- Currently good levels of resilience in the service due to the size of the organisation
- Contractor is investing in digital solutions, which are currently being rolled out in Charnwood, offering greater future flexibility in service provision (and improved customer experience)

-Cons

- Current financial position of Capita is a concern based on the profit warning issued in January 2018
- Capita were issued with an improvement notice in March 2018 to address the lack of performance against a contractual KPI in respect of accuracy of Housing Benefit (HB) processing. This KPI had not been met for over 12 months. Whilst trying to address this issue a further issue has arisen in terms of processing times which has led to backlogs in work of over 12 weeks.
- Although now being addressed, there has been a lack of investment in the service meaning the service has now fallen behind in terms of being able to offer services in a digital way, this has led to inefficiencies in the service and opportunities have been missed to improve service delivery.
- In the latter period of the contract, the contractor focus has been on profitability and not always on customer experience; the contractor now stresses that this is being addressed
- In latter years there has been a decline in performance both for collections rates but also for processing times and accuracy of claims. This is not what was expected of the contract; again this is now being addressed

4. Re-procure an outsourced arrangement for the provision of Revenues and Benefits Services

The current contract will have been in place for 10 years, and two other providers still in the market that deliver outsourced Revenues and Benefits Services have been identified.

Considerations

+Pros

- Opportunity to consider the current market in terms of outsourcing and what may now be available to find an improved service delivery model that brings improvement both in quality and cost for the Council

-Cons

- Full procurement is a significant piece of work for a contract this size that would require additional resource to deliver the procurement at a cost to the Council including project management, legal support, and service redesign resource.
- Due to the Welfare Reform changes which mean a changing requirement for service delivery over the next 4-5 years it will be difficult to stipulate the requirements clearly for a future contract including the length of contract that should be considered. If UC continues to roll out as per the current plan the requirements for the Housing Benefits service will significantly change and most likely reduce. At this stage it is difficult to be clear on the expectations due to the number of changes that have happened to the planned UC roll out over the last 2 years.
- Likely to require significant upfront investment for systems if the Capita system isn't utilised.
- Risk to service delivery during transitional phase
- Due to the levels of uncertainty there is no guarantee a suitable partner would be found to deliver the service; anecdotal evidence of recent procurements in other local authorities suggests that market interest in providing this service may be low and that the Council might be faced with a limited choice of provider

Summary and conclusions

5. Universal Credit provides a major environment of uncertainty as the future provision of the Revenues and Benefits service is considered. In particular, although the roll-out is around eight years behind original timeframes it is still intended that all working age Housing Benefit claimants will be migrated onto Universal Credit by, as currently envisaged, 2022. This would represent around 60% of such claimants and around a third of the existing total contract value. Subsequently, pension age Housing Benefit claimants will be migrated

onto Universal Credit (although no timescales have yet been published) which would leave the service at around half of its current size.

6. Effectively, this means that whilst very significant changes to the service can be expected in the medium term it is very difficult to specify the service requirements over the next 5 to 10 years, and significantly influences our conclusions.
7. Extending the existing contract with Capita (Option 3) is ostensibly the most straightforward and least risky option in terms of securing ongoing service delivery against the uncertain background of the implementation of Universal Credit. As this would be a continuation of the existing service, systems, resources and service agreements are already in place. This option therefore attracts the minimum risk to service delivery as well as minimal cost to the Council as the only work required would be to complete any necessary paper work associated with the extension. There would also be opportunity to renegotiate certain aspects of the contract to ensure effective management of the contract could take place and a high quality service was delivered for the next five years. As noted above, there are existing performance issues with the Capita contract that have arisen in recent periods. The contractor has responded positively to our issues and is making efforts to address these, and it is expected that these performance issues will be addressed in the next few months. Assuming that existing performance issues are addressed, the inherent low risk of service discontinuity together with the ability to create flexible solutions (and in particular the ability to specify a shorter contract term than would likely be necessary in the case of a full procurement) , indicate that this option be considered in more detail.
8. An attractive alternative to extending the contract with Capita is the possibility of participating in the existing Leicestershire Revenues & Benefits Partnership (Option 2). Whilst a higher level of implementation risk would be anticipated this solution also offers a reasonable level of resilience in a public sector model which would avoid the private sector profit margin. The Partnership has been in operation for a number of years now and the current performance levels indicate a consistently high standard of service delivery across all partners. The scale of Partnership operations offers the ability to be flexible in service delivery that would be case in the where there was standalone in-house service delivery. In addition, the Partnership provides the opportunity to share management structures as well as IT systems allowing possible cost savings through economies of scale whilst still remaining focused on service delivery. This report therefore recommends that this option should be pursued in more detail.
9. Conversely, the other options presented are significantly less attractive. Bringing the service back in house (Option 1) may save money but the inherent lack of resilience in such an arrangement creates an increased risk in ongoing service delivery combined with a reduced capacity to react to changes arising from the government's Welfare Reform agenda as compared to a larger service structure. For example hosting of the necessary IT system and lack of availability of specialist skills and knowledge could both impact on cost and service delivery. Ultimately, this lack of flexibility, which is seen as key weakness given the underlying issue of operational challenges arising from the

Universal Credit roll-out might have to be addressed through additional resourcing which would reduce any initial cost savings identified.

10. Undertaking a full-scale re-procurement is also unattractive. A key challenge of going down this route would be to specify the contract over an extended period of time. This is likely to result in a less flexible solution due the extended contract term required of contractors. The procurement process would be very expensive in comparison to the preferred options whilst the likely length of contract term that would be required – maybe 10 years – may not be appropriate in the context of existing uncertainty associated with Universal Credit roll-out.
11. As well as the Council, a major procurement exercise is also expensive for prospective contractors. Given the uncertainties around Universal Credit (which will shrink existing housing benefit workloads) and general market sentiment towards outsourcing it is possible that market interest in the Charnwood service may not be strong; certainly in comparison to the time of award of the existing contract, there are fewer prospective contractors in the market, and anecdotal evidence from a recent procurement in a London Borough is that only two contractors expressed an interest in the contract, one of whom was subsequently ruled out on the grounds of financial stability.
12. Given the pros and cons identified for each of the options, and the underlying uncertainty around the future shape of the Revenues and Benefits service, this report therefore recommends that Options 2 and 3, as outlined above, are pursued in more detail in the next phase of the appraisal process.

CABINET – 18TH OCTOBER 2018

Report of the Head of Cleansing and Open Spaces Lead Member: Councillor Jenny Bokor

Part A

ITEM 10 LOUGHBOROUGH BURIAL PROVISION

Purpose of Report

To report on further site appraisals undertaken at Council owned land regarding the potential development of a new cemetery site as per recommendations from Cabinet. This report provides details of the consultation responses and recommends a preferred location for the new cemetery.

Recommendations

1. That land at Nanpantan is approved as the location of the site to be developed as a new cemetery subject to approval by the Environment Agency and Planning Permission being obtained.
2. To approve the revision of the capital programme for the cemetery development project; to allocate £60,000 of capital funding for 2018/19 to enable the commencement of pre-development surveys & assessments and £590,000 for construction/development to 2020/21.

Reasons

1. To reflect the outcome of detailed independent site assessments carried out to the 3 shortlisted sites and to reflect the public consultation undertaken by the Council.
2. To ensure that sufficient resources are made available to deliver the project.

Policy Justification and Previous Decisions

A report to inform the Cabinet of developments regarding the provision of burials at Loughborough Cemetery and the recommendation to develop a new Cemetery site within the Town was presented to Cabinet on the 19th October 2017. The Cabinet report had also been presented to Overview Scrutiny Group on the 16th October 2017.

This report recommended that the site at Allendale Rd be selected as the preferred location for a cemetery, and this recommendation was approved by Cabinet.

This decision was called-in under the Council's call-in procedure and a meeting of Scrutiny Management Board was held on 14th November 2018. The Board requested that further work be undertaken to appraise sites for a new cemetery, and that public consultation take place prior to a further report being considered by Cabinet.

On 16th November, 2018, Cabinet considered the report of the Scrutiny Management Board in respect of the Call-in and made the following resolutions.

1. that further work is undertaken to appraise the sites for a new cemetery in the Loughborough area;
2. that public consultation is undertaken on the viable options;
3. that a further report be submitted to the Cabinet following consultation on viable options setting out the preferred option;
4. that the report of the Scrutiny Management Board be acknowledged.

The issue of the new cemetery location was also considered by the Loughborough Area Committee on 18th September 2018. Detailed comments made by committee members are contained in Part B of this report.

Implementation Timetable including Future Decisions and Scrutiny

Once the necessary approvals are received, the implementation phase of the project will start. The key phases of the project are outlined in the table below:

Key Stage	Proposed timeframe
Cabinet Approval for preferred site	Oct 2018
Flood Risk Assessment	Dec 2018
Planning Policy Statements/Assessments	Jan 2019
Detailed Site Design Options	Feb 2019
Boreholes & 6 months groundwater monitoring (may not be required)	Mar 2019
Archaeological/Geophysical Survey	Mar 2019
Ecology Surveys (Bat, Badger, Newt, Reptile)	May 2019
Planning Submission	Jun 2019
Public Consultation on final design for cemetery	Aug 2019
Tender of cemetery construction & recreation areas	Oct 2019
Contract mobilisation	April 2020
Cemetery open	May 2021

Report Implications

The following implications have been identified for this report.

Financial Implications

The estimated cost for the implementation of the first hectare of new cemetery is £650,000 (£610,000 plus £40,000 contingency). A full breakdown provided in Part B of this report. This total expenditure was approved by Council on 26th February 2018 as part of the New Capital Plan 2018/19 to 2020/21. The budget has not increased and the expenditure is now being profiled.

Risk Management

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Risk Management Actions Planned
Planning permission not granted for the recommended option	Possible	High	Close communication to be maintained with Planning section throughout project to highlight any risks.
Escalation of costs for delivering the project	Possible	High	Tight budget control and strict project management principles to be applied throughout project.
Delay in delivering the project could lead to gap in burial provision	Possible	High	Priority given to delivery of the project by the service. Review of burial plots in existing cemetery to be regularly reviewed and potential available space maximised.

Equality and Diversity

The proposals seek to ensure that a suitable cemetery site is provided within the Loughborough Town catchment which is suitable for easy access by all residents.

A separate Equality Impact Assessment has been produced and is appended to this report at Appendix A.

Sustainability

The proposed measures aim to ensure the continuity of service provided by the Council's Bereavement Services to provide burial space for residents of the Borough.

Key Decision: Yes

Background Papers: T2 Environmental reports for Allendale Rd
T2 Environmental reports for Nanpantan
T2 Environmental reports for Shelthorpe

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Part B

Background

1. A report to inform of developments regarding the provision of burials at Loughborough Cemetery and the recommendation to develop a new Cemetery site within the Town was presented to Cabinet on the 19th October 2017. The Cabinet report had also been presented to Overview Scrutiny Group on the 16th October 2017.
2. The Cabinet's decision on the matter, and the reasons for it, are set out in Cabinet Minute 41 2017/18.
3. The Cabinet decision on the matter (Cabinet Minute 41 2017/18) was called-in under Scrutiny Committee Procedure 11.7. Scrutiny Committee Procedure 11.7 requires Councillors requesting a Call-in a Cabinet decision to state the reasons for doing so and to indicate their preferred outcome or variation of the decision.

On this occasion, these were given as follows:

"We do not believe that Allendale Road is the appropriate location. Local residents were not informed of this possibility when they bought their properties and had always been led that the land would be used for recreational purposes.

There has been no consultation on this matter.

Proper consideration must be given to benchmarking the prices that we currently charge in Loughborough cemetery and, if they are increased, this would result in a reduced take-up of the available spaces".

4. On 16th November, 2018, Cabinet considered a report of the Scrutiny Management Board in respect of the Call-in under Scrutiny Committee Procedure 11.7 of the decision taken by the Cabinet on 19th October 2017 (Cabinet Minute 53 2017/18). Councillor Miah, Chair of the Scrutiny Management Board, presented the report which detailed the Board's consideration of the matter and recommendation. The Cabinet decision on the matter is given below:

"RESOLVED

1. *that further work is undertaken to appraise the sites for a new cemetery in the Loughborough area;*
2. *that public consultation is undertaken on the viable options;*
3. *that a further report be submitted to the Cabinet following consultation on the viable options setting out the preferred option;*

4. *that the report of the Scrutiny Management Board be acknowledged.*

Reasons

1-3. *To allow for suitable long term cemetery provision for Loughborough to be established.*

4. *To acknowledge the work undertaken by and the views and recommendations of the Scrutiny Management Board.”*

Further Work on Site Options

5. Following the call-in decision, further work was carried out to appraise all sites included within the original Tier 1, to a Tier 2 assessment. These being:
 - Allendale Road,
 - Shelthorpe Golf Course
 - Agricultural Land, Hathern
 - Agricultural Land, Nanpantan Rd
6. Officers also made further initial assessments of additional sites in the Councils ownership to determine if any additional suitable land could be identified. The proposed cemetery extension site at Ling Road was excluded from further analysis as the site will provide future ashes plots only.
7. Tier 2 surveys have now been undertaken at all of the shortlisted sites. A Tier 2 site screening assessment involves a more detailed desk study and trail pit investigation and monitoring to identify any potential hazards. All sites have been assessed as being technically suitable for burial whilst considered high risk based on the number of annual predicted burial numbers.
8. The original shortlist of Council owned sites was reassessed to ensure that all potential sites have been appropriately considered.
9. Once all of the information had been gathered, the Project Board met to consider all of the options available. Taking all matters into account, it was decided to take three options forward for public consultation, these being;
 - Allendale Road, Loughborough
 - Shelthorpe Golf Course,
 - Agricultural Land, Nanpantan Rd
10. The option at Hathern was dropped for the following reasons:
 - Access difficulties. The site does not have a suitable access and this would need to be negotiated with a private land owner.

- Poor transport links. The site is outside of Loughborough and has limited access by public transport.
- The gradient of the site. The site is sloping which would make movement around the site difficult for people with restricted mobility.
- High development costs. The site had the highest capital development costs.

Public Consultation

11. A public consultation exercise was launched on the 8th August and ran until the 23rd September 2018. The aim was to ensure a meaningful consultation was carried out with residents on the future of Loughborough Cemetery which can form part of the decision-making process.
12. The consultation was promoted through all of the local media channels. In addition, a letter was sent to residents in close proximity of all of the short-listed sites to make them aware of the consultation and how they could respond.
13. A total of 725 responses were received based on seven main questions about the proposed development of a new cemetery. These are shown in Appendix B, Summary of Consultation Responses. In addition to stating their preference for the location for a new cemetery, residents were asked to submit written comments. Common themes were as follows:
 - The Council should have purchased the land next door to the existing cemetery or ensured it was incorporated into adjacent developments.
 - Greater emphasis should be placed on cremation rather than burial.
 - Agree that Loughborough should provide a cemetery for the town.
 - A new cemetery should not be developed on existing green space or recreational land.
14. The results from the consultation show that the majority of respondents support the development of a new cemetery site at Nanpantan rather than at Allendale Road or Shelthorpe Golf Course.
15. A separate petition relating to Shelthorpe Golf Course was delivered to the Council on 21st September 2018. The petition received 538 signatures, specifically to express opposition to part of Shelthorpe Golf Course being used for the expansion of the cemetery and loss of the course as a recreational area. The petition is on the Council's Website at: https://www.charnwood.gov.uk/pages/petitions_received.
16. On 18th September 2018, the Loughborough Area Committee was asked for its comments on the location of the new cemetery. The comments are listed below;

- Cemeteries are traditionally located on the outskirts of towns rather than in the middle of residential developments. Considered inappropriate to place a cemetery in an existing residential area due to the impact on residents and for access reasons. This comment applies to both Allendale Road and Shelthorpe Golf Course options.
- To an extent both Allendale Road and Shelthorpe Golf Course were allocated as recreational use and considered inappropriate to switch to another type of use.
- Capacity of the sites indicates in a generation the Allendale Road site will be at capacity unlike the other two sites
- Preferable that burial provision is near to the crematorium meaning Allendale Road and the Nanpantan sites are the better options.
- Upward trend for cremations as opposed to burials. Nationally there is a 65% cremation rate. This is caveated by the fact that in the UK there is an ageing population so the number of burials is increasing.
- Preference for the Nanpantan site due to the higher capacity of that site and favour a burial site as opposed to a housing development near to the Outwoods woodland and open space.
- The Allendale Road housing development had open space provision as part of the planning process. To re-designate for burial provision will impact householders. The Open Spaces Strategy indicates a deficiency in open spaces in the Borough so the Allendale Road option is not preferable. On talking to residents, the Nanpantan site is the preferred option.
- None of the options are preferable. Cabinet should look at buying land on the edge of town for burial provision. The opportunity to address the shortfall in provision was at the planning stage for the land now known as Trinity Gardens.
- Disappointed that the consultation period commenced in the summer holidays. Preferable that it started in September.

Recommended Site

17. Following the consultation exercise and technical study detailed in the T2 survey, land at Nanpantan is recommended to be taken forwards as the preferred option for the new cemetery site based on the following reasons:

- The site provides the longest potential life span at 276 years, with costs to develop the site based on lifespan is the lowest at £6,619 per developed year.
- Reduced impact on residential properties as site is located on edge of Loughborough with access to Nanpantan Road. Additional screening/buffers would be provided to properties off Cricket Lane.
- No net loss on public recreational land as site is currently arable farmland.

- Peaceful and tranquil location suitable for cemetery which could be enhanced by sensitive and appropriate landscape scheme.
 - Based on consultation, the site is the clear favourite by residents who responded.
 - Site can easily be developed in phases as required, with remaining areas continued to be managed as farmland.
18. The site at Allendale Rd was considered to be viable, but not preferred for the following reasons;
- Low levels of support following the consultation exercise.
 - The site was considered to be a short-term option. The preference is for a site with a larger burial capacity.
 - There would be a perceived loss of recreational space amongst members of the community.
 - Legal issues around covenants relating to the site.
19. The site at Shelthorpe Golf Course was considered to be viable, but not preferred for the following reasons;
- Low levels of support following the consultation exercise.
 - Lower burial capacity than the preferred option.
 - Partial loss of valued local amenity.
 - Difficult access to the site.

Legal and Planning Considerations

20. The Borough Council acquired the site in 1982, under Title Number LT133711.
21. The rights granted on the title are as follows:
- Conveyance dated 8 September 1965, a right for the owners of enclosure number 113 (adjoining the Council's land) to use the entrance roadway.
 - Deed dated 13 December 1905, a right for the mayor alderman and burgesses to lay two lines of pipes not exceeding 36 inches under the area marked in.
 - Deed dated 16 March 1953, the right for the East Midlands Gas Board to lay etc etc gas mains along the line marked as. No material alternation of the land can be made measured six feet from any direction along the broken blue line.
 - Deed dated 17 November 2000, the right for Powergen Energy plc to route electric lines and the Council agrees not to build anything within one metre of this route.

22. There are no planning conditions restricting how this land should be used.
23. As the site is outside the limits to development and in the countryside any proposals for development as a cemetery would need to be strongly justified.
24. The National Planning Policy (NPPF) strongly endorses a sustainable approach to development. Section 4 of the NPPF sets out the Government's strong preference for promoting sustainable transport. Therefore any proposed new cemetery site should demonstrate sustainable transport links for the community.
25. The Core Strategy (2015); Policy CS11 Landscape and Countryside requires new developments to protect landscape character and to reinforce sense of place and local distinctiveness taking account of relevant local Landscape Character Assessments.
26. The Local Plan (2004); Saved Policies, Outside Limits to Development (ST/2) sets out a presumption favouring development within limits to development. General Principles for Areas of Countryside, Green Wedge and Local Separation (CT/1) states that development will be strictly controlled, however uses that may be suitable include public services and utilities. Development in the Countryside (CT/2) states that development should not harm the character and appearance of the countryside.
27. The primary known constraint for the site is the designation of Flooding Zone 2 for the adjacent Nanpantan Sports Ground. Whilst the proposed site itself is not constrained by flood risk, the management of surface water and influence on adjacent ditches, drains and streams will need to be carefully considered and managed.

Next Steps

28. Further detailed investigations into the design and implementation of the site as a cemetery will be undertaken as soon as possible.
29. Further environmental investigations may be required as part of the planning application to provide borehole monitoring, flood risk assessment and associated mitigation methods e.g. SUDS/reed bed design. Detailed species assessment and historic environment assessments will also be required.
30. Evidence for the Planning application will also require to be developed including design & access statements, transport statement road traffic audit, land & visual impact assessment & needs & planning policy statement.
31. The proposed design plan for Nanpantan would include:

- Details of shared access with sports ground from the existing Nanpantan Road entrance.
- Internal surfaced roadways, for access to graves and car parking provision within the site.
- Sympathetic landscape design to incorporate the cemetery site within the wider landscape.
- Phased approach to development of the site as required.
- Drainage plan.
- Attendant Building concept design (if required)

Breakdown of estimated costs for Cemetery site

Pre-development surveys & assessments	
All surveys, landscape drawings and planning requirements	£60,000
Cemetery provision & landscaping	
Contract preliminaries	10,000
Pedestrian footpaths	35,000
Internal roads	70,000
Highways access & road improvements	200,000
Cemetery car Park	60,000
Water connection, stand pipes & utilities	13,000
Fencing, Gates, Boundary treatments	57,000
Drainage (SUDS and surface infrastructure)	70,000
Concrete beams for headstones (2x to start)	15,000
Landscaping	20,000
Sub Total	£610,000
Contingencies	40,000
TOTAL	£650,000

Appendices

- Appendix A – Equality Impact Assessment
Appendix B – Summary of Consultation Responses

Charnwood Borough Council

Equality Impact Assessment 'Knowing the needs of your customers and employees'

■ Background

An Equality Impact Assessment is an improvement tool. It will assist you in ensuring that you have thought about the needs and impacts of your service/policy/function in relation to the protected characteristics. It enables a systematic approach to identifying and recording gaps and actions.

■ Legislation- Equality Duty

As a local authority that provides services to the public, Charnwood Borough Council has a legal responsibility to ensure that we can demonstrate having paid due regard to the need to:

- ✓ Eliminate discrimination, harassment and victimisation
- ✓ Advance Equality of Opportunity
- ✓ Foster good relations

For the following protected characteristics:

1. Age
2. Disability
3. Gender reassignment
4. Marriage and civil partnership
5. Pregnancy and maternity
6. Race
7. Religion and belief
8. Sex (Gender)
9. Sexual orientation

What is prohibited?

1. Direct Discrimination
2. Indirect Discrimination
3. Harassment
4. Victimisation
5. Discrimination by association
6. Discrimination by perception
7. Pregnancy and maternity discrimination
8. Discrimination arising from disability
9. Failing to make reasonable adjustments

Note: Complete the action plan as you go through the questions

■ **Step 1 – Introductory information**

Title of the policy	Future Cemetery Provision for Loughborough
Name of lead officer and others undertaking this assessment	Matt Bradford (Head of Service), Theo Karantzalis (Programme Manager), Adam Goodall (Project Manager)
Date EIA started	28 th September 2018
Date EIA completed	28 th September 2018

■ **Step 2 – Overview of policy/function being assessed:**

Outline: What is the purpose of this policy? (Specify aims and objectives)
<p>Charnwood Borough Council is a Burial Authority by virtue of s214(1) of the Local Government Act 1972 and provides and manages its cemetery at Loughborough under the provisions of the Local Authorities' Cemeteries Order 1977. There is no statutory duty to create new cemeteries or extensions of existing cemeteries, but burial authorities are under a duty in the Local Authorities' Cemeteries Order 1977 to maintain their existing cemeteries.</p> <p>The most active form of regulation of cemeteries and new cemetery developments is now exercised by The Environment Agency, largely due to a concern with the pollution of water sources.</p> <p>Loughborough cemetery was laid out in 1857 as a 7 acre site and further expanded at the turn of the century to cope with the expansion of the town's population. In 1947 a completely new cemetery was opened to the south and west, incorporating a crematorium. In 2005 a mausoleum was opened, one of very few in the country.</p> <p>The cemetery has approximately 4 years of burials space left, and will be full to capacity by 2022. It is therefore recommended that the Council considers options to ensure continuity of service to its residents. To ensure the present lifespan of the cemetery is maximised, pre-purchase of graves will be stopped and fees and charges increased for non-Loughborough residents.</p> <p>The Council commissioned a feasibility study in March 2017 to assess a range of potential Council owned sites which could be developed as a new cemetery.</p> <p>Following the assessment a preferred site at Nanpantan, Loughborough has been identified. No site plans have been created at this early stage. However, it is envisaged that the site will provide burial areas for different faiths as appropriate, as well as a general burial section. The cemetery will be serviced by accessible pathways with appropriate parking for those with limited mobility. It is anticipated that the land will remain unconsecrated.</p> <p>The proposed plan for Nanpantan will include:</p> <ol style="list-style-type: none"> a) Sympathetic landscape design b) Improve local biodiversity c) Internal surfaced pathways for public recreation and access to graves d) Vehicular access, egress and gateage. e) Car parking f) New burial provision to the southern section of site
What specific group/s is the policy designed to affect/impact and what is the intended change or outcome for them?

The proposal will provide additional cemetery space within Loughborough to ensure the continuity of a burial service to residents.

Which groups have been consulted as part of the creation or review of the policy?

Public consultation took place between the 4th August and 23rd September on the preferred location for the cemetery. Three options were presented for consideration and over 700 responses were received.

As part of the planning process for the new cemetery site consultation will be required to inform the design of the site.

■ Step 3 – What we already know and where there are gaps

List any existing information/data do you have/monitor about different diverse groups in relation to this policy? Such as in relation to age, disability, gender reassignment, marriage and civil partnership, pregnancy & maternity, race, religion or belief, sex, sexual orientation etc.

Data/information such as:

- Consultation
- Previous Equality Impact Assessments
- Demographic information
- Anecdotal and other evidence

Further information on strategic context:

- Charnwood Borough Council Equality Strategy 2016 - 2020

https://www.charnwood.gov.uk/files/documents/equality_strategy_2013_20161/Equality+Strategy+2016-2020+FINAL+1.0.docx

- Charnwood Demographic Information 2013

http://www.charnwood.gov.uk/files/documents/charnwood_demographic_information_2013/Charnwood%20Borough%20Council%20Demographic%20Profile%202013.pdf

What does this information / data tell you about diverse group? If you do not hold or have access to any data/information on diverse groups, what do you need to begin collating / monitoring? (Please list)

It is difficult to estimate any diverse groups who could be potentially impacted by this project. We therefore intend to take all possibilities into consideration when assessing the equality impacts of the charges.

We can utilise information primarily from our demographic profile to ensure that any service users are not adversely impacted by this project.

■ Step 4 – Do we need to seek the views of others? If so, who?

In light of the answers you have given in Step 2, do you need to consult with specific groups to identify needs / issues? If not please explain why.

Detailed consultation will be undertaken as part of the design and planning processes to ensure that the cemetery site accommodates all groups. It is important to stress that this is largely delivery of the service as usual, but on a new site within the Town.

■ **Step 5 – Assessing the impact**

In light of any data/consultation/information and your own knowledge and awareness, please identify whether the policy has a positive or negative impact on the individuals or community groups (including what barriers these individuals or groups may face) who identify with any 'protected characteristics' and provide an explanation for your decision (please refer to the general duties on the front page).

	Comments
Age	The new cemetery site is to be located within Loughborough Town and part of the assessment criteria to ensure the site is within close proximity to public transport and other access networks. Car Parking will be provided, along with bays for Blue Badge holders.
Disability (Physical, visual, hearing, learning disabilities, mental health)	The new cemetery site will be designed to ensure compliance with the Equality Act 2010. Access to and around the site will be a key consideration in the design. Disabled parking bays will be provided on site.
Gender Reassignment (Transgender)	Neutral Impact
Race	Neutral Impact
Religion or Belief (Includes no belief)	Religion or belief is a key consideration within the design of the new site and the provision of separate areas depending on Religious belief will be required. Memorial height & width, along with grave type may be regulated (pending consultation) as part of the new site provision to maximise burial space. This may impact on some religions which have a preference for more ornate and large memorials. A policy on memorials to ensure a fair and consistent approach will be developed.
Sex (Gender)	Neutral
Sexual Orientation	Neutral
Other protected groups (Pregnancy & maternity, marriage & civil partnership)	Neutral
Other socially excluded groups (Carers, low literacy, priority neighbourhoods, health inequalities, rural isolation, asylum seeker and refugee)	Neutral Impact

Where there are potential barriers, negative impacts identified and/ or barriers or impacts are unknown, please outline how you propose to minimise all negative impact or discrimination.

Please note:

- a) If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately.
- b) Additionally, if you have identified adverse impact that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people.

There are no impacts which are believed to be illegal as a result of this assessment.

There is a potential minor adverse impact on some groups by the regulation of Memorial height & width, along with grave type to maximise burial space. A policy on memorials to ensure a fair and consistent approach will be developed. The adverse impact is considered to be reasonable and proportionate.

Summarise your findings and give an overview as to whether the policy will meet Charnwood Borough Council's responsibilities in relation to equality and diversity (please refer to the general duties on the front page).

The new cemetery site will be planned and designed to be compliant with the Equality Act 2010 compliant and fully accessible by all residents and groups within Loughborough.

Step 6- Monitoring, evaluation and review

Are there processes in place to review the findings of this Assessment and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?

This EIA will be reviewed as the project progresses to ensure compliance.

How will the recommendations of this assessment be built into wider planning and review processes? E.g. policy reviews, annual plans and use of performance management systems.

Consultation with interested groups.

Step 7- Action Plan

Please include any identified concerns/actions/issues in this action plan:

The issues identified should inform your Service Plan and, if appropriate, your Consultation Plan

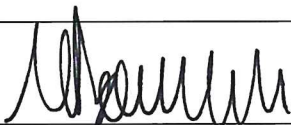
Reference Number	Action	Responsible Officer	Target Date
1	Consult with local community and cemetery user groups/religions as part of the cemetery design and planning process. This will ensure that the design of the site can be improved upon and any adverse impacts or characteristics adequately addresses where necessary.	Head of Cleansing & Open Spaces	August 2019

2	Further EIA to be developed following consultation in order to ensure all adverse impacts and barriers are removed when developing the preferred site.		

■ **Step 8- Who needs to know about the outcomes of this assessment and how will they be informed?**

	Who needs to know (Please tick)	How they will be informed (we have a legal duty to publish EIA's)
Employees	√	Published on intranet
Service users	√	Published with Cabinet report
Partners and stakeholders	√	Published with Cabinet report
Others	√	Published with Cabinet report
To ensure ease of access, what other communication needs/concerns are there?	√	Include in paper format in areas where controls will be renewed or altered.

■ **Step 9- Conclusion (to be completed and signed by the Service Head)**

Please delete as appropriate	
I agree / disagree with this assessment / action plan	
If <i>disagree</i> , state action/s required, reasons and details of who is to carry them out with timescales:	
Signed (Service Head):	 MATT BRADFORD - HEAD OF CLEANING AND OPEN SPACES
Date:	4/10/18

Please send completed & signed assessment to Suzanne Kinder for publishing.

Loughborough Cemetery Consultation Summary

The consultation on proposed viable options for a new cemetery site ran between August 8 and September 23, 2018.

There were 725 responses.

Summary of consultation exercise:

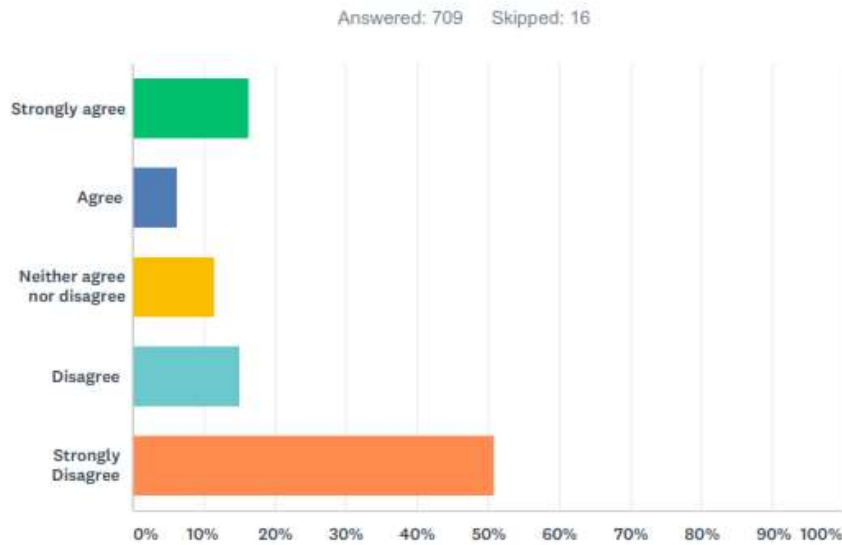
Channel	Measure
Website – five web pages dedicated to the consultation	<ul style="list-style-type: none"> ○ Pages viewed over 5,000 times ○ Main page containing the survey link viewed 2,600 times (largest referrer was Facebook - 30% of traffic landing directly on the consultation home page)
Direct	<ul style="list-style-type: none"> ○ 900 letters sent to residents in immediate area of viable sites
Media	<ul style="list-style-type: none"> ○ Three press releases <p>Coverage:</p> <ul style="list-style-type: none"> ○ Loughborough Echo, August 8 (Front page), Sept 12, Sept 19 ○ Radio Leicester, August 8 ○ East Midlands Today, August 10 ○ Leicester Mercury – August ○ Leicester Mercury - September 11
Facebook	<ul style="list-style-type: none"> ○ Nine posts on corporate page ○ Most viewed post reached around 8,500 people, received 100 comments, 145 link clicks (supported by small, paid-for boost) ○ Other posts reached 7,800; 6,600, 2,600 and then smaller numbers ○ £60 spent in total on boosting three posts to increase reach
Twitter	<ul style="list-style-type: none"> ○ 12 posts ○ Most viewed post reached 2,200 with 23 link clicks
Drop-in session at Loughborough Town Hall	<ul style="list-style-type: none"> ○ 50 people attended
Printed materials	<ul style="list-style-type: none"> ○ Posters displayed on viable sites ○ Leaflets placed in main foyer of Council Office & Loughborough Library
Static display	<ul style="list-style-type: none"> ○ Council offices – August 8 September 23 plus paper copies of consultation questions and leaflets available
Email	<ul style="list-style-type: none"> ○ all 52 councillors ○ Council's email newsletter Charnwood Now to 220 subscribers (x3)
Other	<ul style="list-style-type: none"> ○ There were other mentions of the consultation on non-Council Facebook pages

Response Analysis

The following response analysis demonstrates the number of responses for each of the 3 options as well as the main reason given as a rational in the comment section for each option. It is worth mentioning that not all respondents justified their choices.

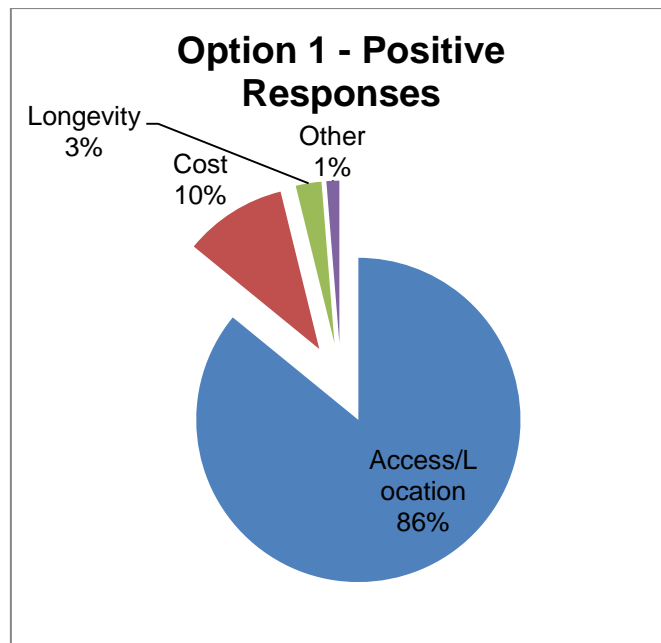
Option 1 - Allendale Road

Q1 Option 1 - Allendale Road - Do you agree or disagree that this is the best of the three options?



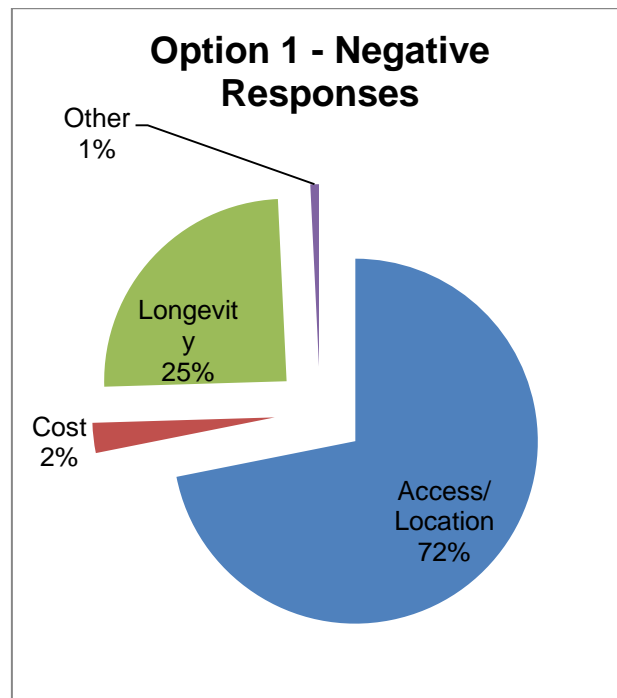
ANSWER CHOICES	RESPONSES	
Strongly agree	16.22%	115
Agree	6.35%	45
Neither agree nor disagree	11.42%	81
Disagree	15.09%	107
Strongly Disagree	50.92%	361
TOTAL		709

Out of the 160 responses for Strongly Agree and Agree the main reasons were:



The majority of positive responses for this option were based on the close proximity to the existing cemetery as well as the good transport links.

Out of the 468 responses for Strongly Disagree and Disagree the main reasons were:

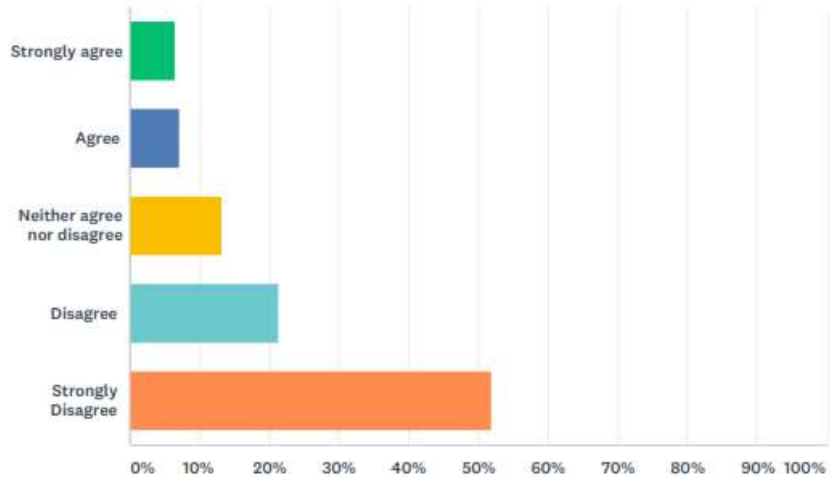


The majority of negative responses were focusing on the lack of recreational spaces in the areas as well as the recent overdevelopment of the site. The size of the site also seemed to be a significant concern

Option 2 - Part of Shelthorpe Golf Course

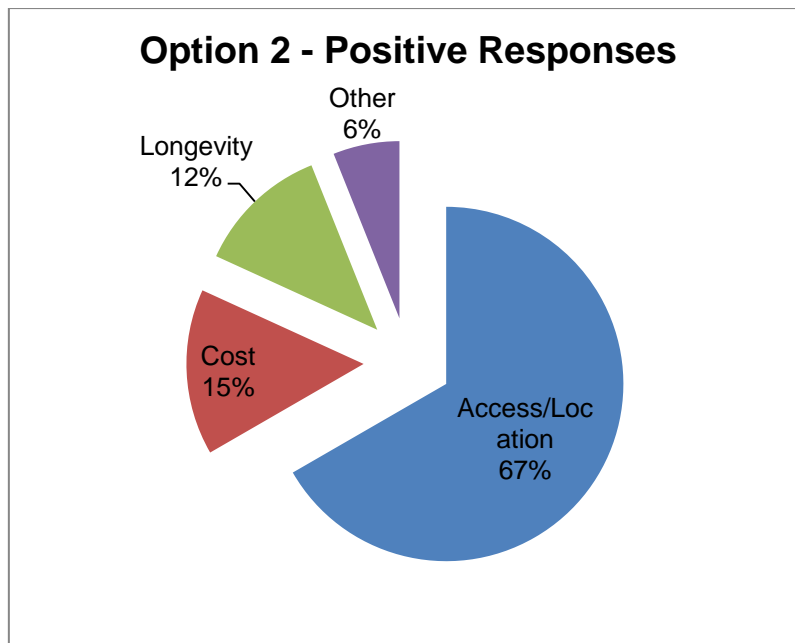
Q3 Option 2 - Part of Shelthorpe Golf Course - Do you agree or disagree that this is the best of the three options?

Answered: 711 Skipped: 14



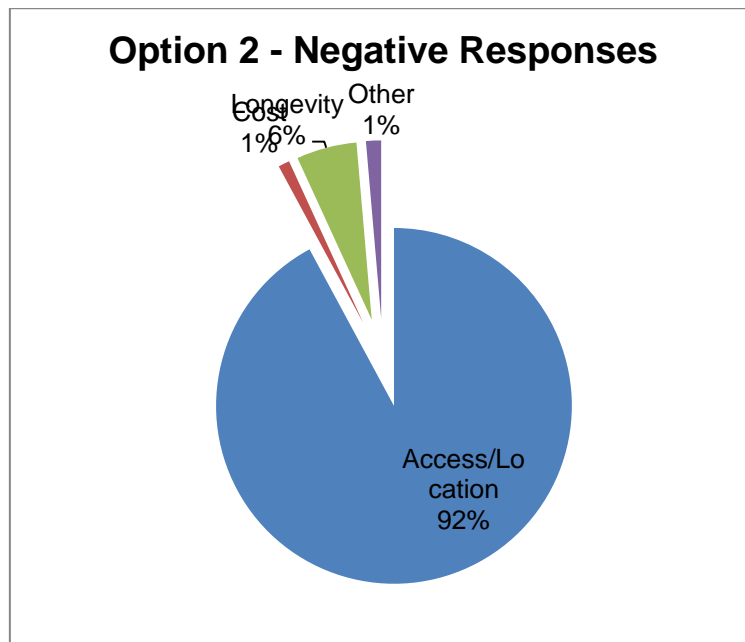
ANSWER CHOICES	RESPONSES	
Strongly agree	6.47%	46
Agree	7.17%	51
Neither agree nor disagree	13.22%	94
Disagree	21.24%	151
Strongly Disagree	51.90%	369
TOTAL		711

Out of the 97 responses for Strongly Agree and Agree the main reasons were:



The majority of respondents that agreed with this option thought that such a development wouldn't affect the existing site.

Out of the 520 responses for Strongly Disagree and Disagree the main reasons were:

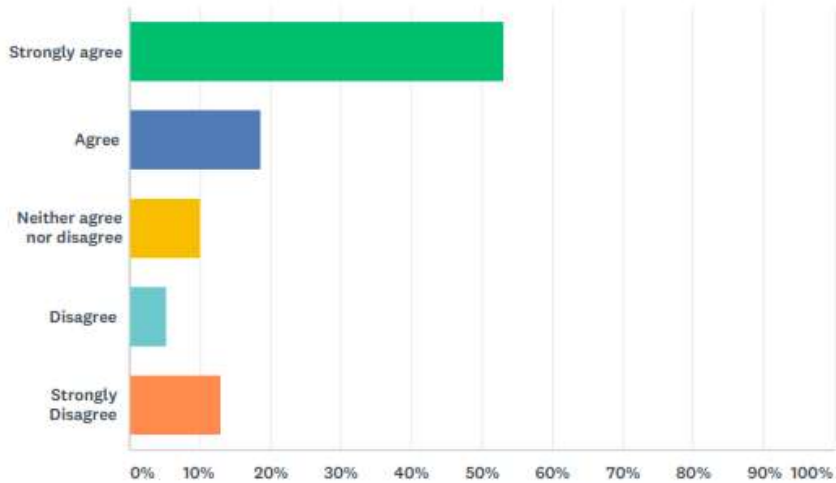


The vast majority of respondents that disagreed with this option expressed their opinion that this site is very important for the local community and should be maintained at its current use.

Option 3 - Nanpantan

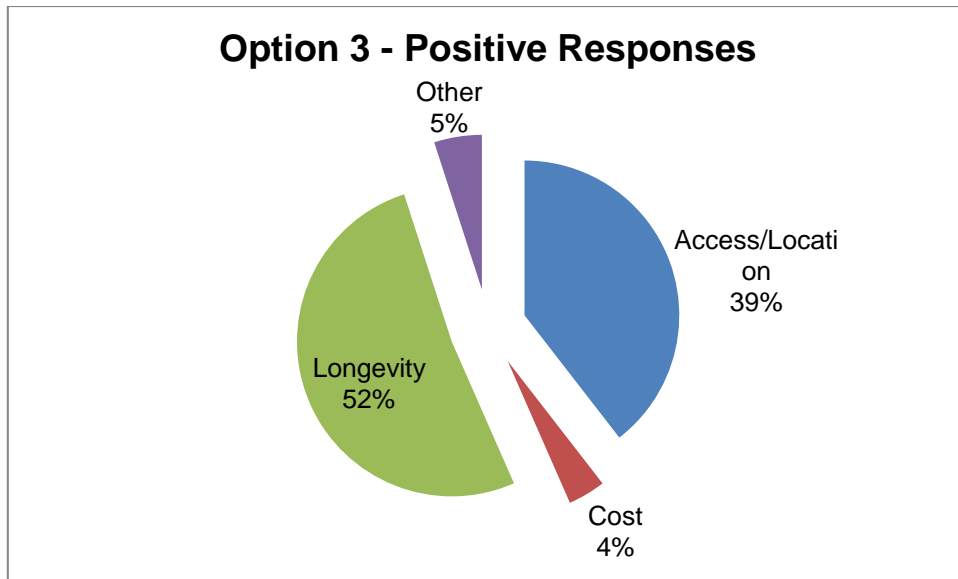
Q5 Option 3 - Nanpantan - Do you agree or disagree that this is the best of the three options?

Answered: 715 Skipped: 10



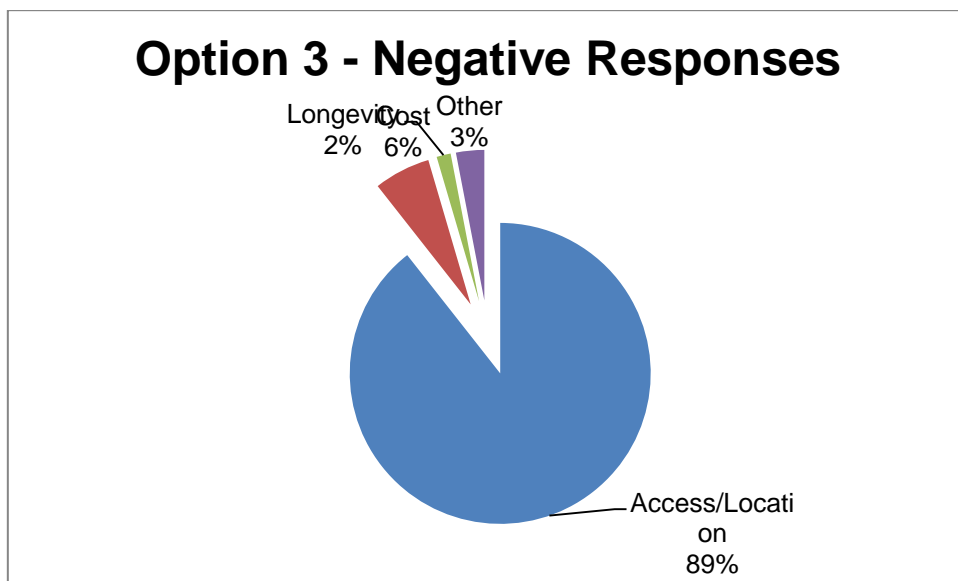
ANSWER CHOICES	RESPONSES	
Strongly agree	53.15%	380
Agree	18.60%	133
Neither agree nor disagree	10.07%	72
Disagree	5.17%	37
Strongly Disagree	13.01%	93
TOTAL		715

Out of the 513 responses for Strongly Agree and Agree the main reasons were:



Respondents that agreed with this option focus on the longevity of this option as well as by the fact that the area is not overlooked by residential properties.

Out of the 130 responses for Strongly Disagree and Disagree the main reasons were:



Respondents that disagreed with this option highlighted the distance from the existing site, the poor access infrastructure as well as the potential loss of a valued open space for farming and recreation.