



CABINET

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To: Councillors Bailey, Baines, Barkley (Deputy Leader), Bokor, Harper-Davies, Mercer, Morgan (Leader), Poland, Rattray and Rollings (for attention)

All other members of the Council
(for information)

You are requested to attend the meeting of the Cabinet to be held in Committee Room 1, at the Council Offices, Southfields, Loughborough on Thursday, 9th March 2023 at 6.00 pm for the following business.

Chief Executive

Southfields
Loughborough

24th February 2023

AGENDA

1. APOLOGIES
2. DISCLOSURES OF PECUNIARY INTERESTS, AND OTHER REGISTRABLE AND NON-REGISTRABLE INTERESTS

For information, disclosable pecuniary interests and registrable interests relate to entries that are included, or should be included, on a councillor's register of interests. Non-registrable interests relate to any other matters.

3.	<u>LEADER'S ANNOUNCEMENTS</u>	
4.	<u>MINUTES OF PREVIOUS MEETING</u>	4 - 14
	To approve the minutes of the previous meeting.	
5.	<u>QUESTIONS UNDER CABINET PROCEDURE 10.7</u>	
	The deadline for questions is noon on Monday, 27th February 2023.	
6.	<u>ADOPTION OF THE LEICESTERSHIRE RESOURCES AND WASTE STRATEGY 2022-2050</u>	15 - 90
	A report of the Head of Contracts, Leisure, Waste and Environment.	
	<i>Key Decision</i>	
7.	<u>HOUSING REVENUE ACCOUNT (HRA) ASSET MANAGEMENT STRATEGY</u>	91 - 139
	A report of the Director Housing and Wellbeing.	
	<i>Key Decision</i>	
8.	<u>HOUSING CAPITAL PROGRAMME</u>	140 - 149
	A report of the Director Housing and Wellbeing.	
	<i>Key Decision</i>	
9.	<u>LOCAL DEVELOPMENT SCHEME</u>	150 - 174
	A report of the Head of Planning and Growth.	
	<i>Key Decision</i>	
10.	<u>CORPORATE DELIVERY PLAN 2023-24</u>	175 - 199
	A report of the Chief Executive.	
	<i>Key Decision</i>	
11.	<u>EZ FORWARD FUNDING REQUEST - CHARNWOOD CAMPUS BUILDING B28E</u>	200 - 208
	A report of the Director Finance, Governance and Contracts.	
	<i>Key Decision</i>	
12.	<u>STRATEGIC RISK REGISTER 2023/24</u>	209 - 226
	A report of the Director Finance, Governance and Contracts.	

13. BUSINESS RATES WRITE-OFF

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A report of the Director Customer Experience.

CABINET 9TH FEBRUARY 2023

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

Councillor Ranson

Chief Executive
Director Finance, Governance and Contracts
Head of Governance and Human Resources
Director Commercial and Economic Development
Director Housing and Wellbeing
Head of Economic Development and
Regeneration
Head of Finance
Democratic Services Manager
Business Relations and Economic Growth Officer
Democratic Services Officer (LS)

APOLOGIES: None

Councillor Rattray attended this meeting virtually,
see notes at end of minutes.

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.

48. DISCLOSURES OF PECUNIARY INTERESTS, AND OTHER REGISTRABLE AND NON-REGISTRABLE INTERESTS

Disclosures were made:

- (i) by Councillors Barkley, Morgan and Poland – interests in respect of item 7 on the agenda (2023-23 General Fund and HRA Revenue Budgets and Council Tax) as members of Leicestershire County Council;
- (ii) by Councillor Morgan – an interest in respect of item 8 on the agenda (MTFS 2023-26 and Capital Strategy, Treasury Management Strategy Statement, MRP Policy and Annual Investment Strategy 2023-24). Councillor Morgan's wife was a director at Santander, not considered at this meeting that Council held any investments with Santander and no decisions being made at this meeting regarding investments, declared for transparency.

- (iii) declared later in the meeting by Councillor Poland – an interest in respect of item 11 on the agenda (UK Shared Prosperity Fund 'Future Charnwood Investment Plan' - Programme of Delivery). Report stated that Jane Hunt, MP had been consulted, Councillor Poland undertook work for Jane Hunt, MP but he had not spoken with her regarding the matter, declared for transparency.

49. LEADER'S ANNOUNCEMENTS

No announcements were made.

50. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 15th December 2022 were confirmed as a correct record and signed.

Councillor Rattray, attending virtually, confirmed that she would have voted in favour of the above decision had she been physically present at the meeting and able to do so.

51. QUESTIONS UNDER CABINET PROCEDURE 10.7

No questions had been submitted.

52. AGENDA VARIANCE

RESOLVED that the order of the agenda be varied to consider item 11, then item 10, followed by the remaining items on the agenda in the order listed.

53. UK SHARED PROSPERITY FUND 'FUTURE CHARNWOOD INVESTMENT PLAN' - PROGRAMME OF DELIVERY

Considered, a report of the Head of Economic Development and Regeneration providing a summary of progress on UKSPF since Cabinet met on 9th June 2022, presenting a Delivery Plan for the implementation of the Future Charnwood Investment Plan and seeking delegated authority for the spend of UKSPF funding (item 11 on the agenda filed with these minutes).

Councillor Ranson, Vice-chair of the Scrutiny Commission, presented a report setting out the Commission's pre-decision scrutiny of the matter and recommendation (copy filed with these minutes).

The Head of Economic Development and Regeneration and the Business Relations and Economic Growth Officer assisted with consideration of the report. A non-material error in the report was corrected - agenda page 78, Section 4.4 referred to information being contained in Appendix 3, however that information was set out in the listed background papers.

RESOLVED

1. that the approach set out in the Future Charnwood Delivery Plan (Appendix 1 to the report) for implementation of Charnwood Borough Council's UKSPF Investment Plan is approved;
2. that delegated authority be given to the Director Commercial and Economic Development and Head of Economic Development and Regeneration to authorise spend of UKSPF funds on Council-led UKSPF funded projects or to release grants to external project leads, in consultation with the Leader;
3. that delegated authority be given to the Director Commercial and Economic Development and Head of Economic Development and Regeneration to make amendments to the Charnwood UKSPF programme, in consultation with the Leader and after seeking the advice of the Future Charnwood Group;
4. that the report of the Scrutiny Commission be noted.

Reasons

1. To ensure that the delivery of Charnwood's UKSPF programme is effectively and efficiently carried out, meeting the requirements of the Department for Levelling Up, Housing and Communities (DLUHC) and in an open and transparent manner.
2. To enable projects to be delivered as soon as possible once DLUHC funding is released whilst following the requirements of the Council's Constitution regarding authority to spend.
3. To enable changes to be made to the programme should any project(s) withdraw from the programme or incur significant overspend / underspend or fail to progress with delivery.
4. To acknowledge the work undertaken by and the views of the Scrutiny Commission.

Councillor Ratray, attending virtually, confirmed that she would have voted in favour of the above decision had she been physically present at the meeting and able to do so.

54. REVIEW OF SHELTERED ACCOMMODATION - ST. MICHAEL'S COURT, THURMASTON

Considered, a report of the Director Housing and Wellbeing seeking approval for the redevelopment of St. Michael's Court in Thurmaston, constructing several new bungalows at the location, the commencement of procurement exercises, including that for a main contractor, and allocation of budget to deliver the new scheme, which would be subject to the necessary planning permissions (item 10 on the agenda filed with these minutes).

Councillor Ranson, Vice-chair of the Scrutiny Commission, presented a report setting out the Commission's pre-decision scrutiny of the matter and recommendation (copy

filed with these minutes). The Scrutiny Commission had not supported the recommendations set out in the report of the Director Housing and Wellbeing.

The Scrutiny Commission was thanked for its valuable scrutiny of both this matter and the previous item.

The Director Housing and Wellbeing assisted with consideration of the report.

The Cabinet discussed, in particular, the issues raised by the Scrutiny Commission and its views on the matter. To assist this and the Cabinet's decision, the Cabinet Lead Member for Public Housing had asked the Director Housing and Wellbeing to provide further information on the work that had been undertaken to date in considering options for the site, including whether a replacement sheltered scheme could be viable, the constraints and planning considerations for the site and a comparison of the two sheltered accommodation scheme options that had been considered and the bungalow Option A Version 2 being recommended in the report (net present value per unit, management and maintenance, parking and accessibility, demand and the position with Right to Buy). In respect of the recommended bungalow option, the Cabinet considered that it was better financially, would be less complex to maintain/manage, provided more parking per property, was likely to be acceptable re: planning permission, met housing need, provided accommodation that existing residents could move back in to and was likely to be exempt from Right to Buy.

The Director Housing and Wellbeing noted the Leader's comment that an inaccuracy in the plan for bungalow Option A version 2 meant that it may be possible to provide parking spaces additional to those set out.

RESOLVED

1. that the Director of Housing and Wellbeing be authorised to redevelop St. Michael's Court in Thurmaston, progressing in line with Option A Bungalows Version 2 at Appendix 1 to the report; and
2. to commence the necessary procurement exercises and award contracts, including that for a main contractor to deliver the new scheme, subject to planning permission being obtained;
3. that the report of the Scrutiny Commission be noted.

Reasons

1. To develop a high quality accommodation scheme in the Borough which meets housing need, performs well financially, is considered an attractive layout with convenient parking for residents with mobility issues, is likely to be acceptable from a planning perspective bearing in mind the adjacent listed church, and provides accommodation that current tenants of St. Michael's Court can move back in to.

2. To deliver the scheme in a way that is compliant with the Council's contract procurement rules.
3. To acknowledge the work undertaken by and the views of the Scrutiny Commission.

Councillor Rattray, attending virtually, confirmed that she would have voted in favour of the above decision had she been physically present at the meeting and able to do so.

55. BUDGET SCRUTINY PANEL

Considered, a report of the Head of Governance and Human Resources to consider the report of the Budget Scrutiny Panel setting out its recommendation and observations following its scrutiny of the Council's draft budget for 2023/24 (item 6 on the agenda filed with these minutes).

Both the Chair and Vice-chair of the Panel, Councillors Charles and Popley had been unable to attend the meeting to present the report of the Panel and had sent their apologies.

The Director Finance, Governance and Contracts assisted with consideration of the report.

The Budget Scrutiny Panel was thanked for its work in respect of the matter.

RESOLVED that additional dashboard-style reporting of financial information for members is developed for the 2023/24 financial year.

Reason

To acknowledge the work undertaken by and the views of the Budget Scrutiny Panel and to ensure implementation of scrutiny recommendations where agreed by the Cabinet.

Councillor Rattray, attending virtually, confirmed that she would have voted in favour of the above decision had she been physically present at the meeting and able to do so.

56. 2023-24 GENERAL FUND AND HRA REVENUE BUDGETS AND COUNCIL TAX

Considered, a report of the Head of Finance setting out the proposed General Fund and Housing Revenue Account (HRA) Revenue Budgets for 2023/24 and incorporating the proposed Council Tax levy, for recommendation to Council (item 7 on the agenda filed with these minutes).

The Director Finance, Governance and Contracts and the Head of Finance assisted with consideration of the report.

RESOLVED that **Council be recommended:**

1. to approve the Original General Fund Revenue Budget for 2023/24 at £19,245,129 as set out in Appendix 1 to the report;
2. to set a base Council Tax at £140.47 at Band D, an increase of £4.78 on the 2022/23 rate, as set out in Appendix 2 to the report;
3. to set the Loughborough Special Levy at £81.11, a 1.99% increase on 2022/23 rate, as set out in Appendix 3 to the report;
4. to approve the Original HRA Budget for 2023/24 as set out in Appendix 5 to the report;
5. to amend the HRA weekly rents in line with the Ministry of Housing, Communities and Local Government (MHCLG) guidance;
6. to amend the non-HRA dwelling properties in line with the Ministry of Housing, Communities and Local Government (MHCLG) guidance.
7. to approve the HRA service charges in accordance with the MHCLG Guidance;
8. to approve that the shop rents retain their current rents in accordance with an assessment by the Valuation Office;
9. to approve that garage rents, retain their current rents in accordance with an assessment by the Valuation Office;
10. to approve that the Leasehold Management and Administration charge increases to £160.46 per annum for Leasehold flats, and £115.29 for Leasehold shops;
11. that the Lifeline weekly charge is retained at the current rate;
12. to determine that the basic amount of Council Tax for 2023/24 is not excessive according to the principles set out by the Secretary of State.

Reasons

1. So that the necessary finance is approved to carry out services in 2023/24.
2. So that the Council Tax can be set in accordance with legal and statutory requirements.
3. So that a Loughborough Special Levy can be set in accordance with legal and statutory requirements.
4. To ensure sufficient funding for the Housing Revenue Account in 2023/24.
5. To comply with social housing rents guidance.
6. To be consistent with the other council house stock.

7. To ensure the correct alignment of costs and service charges for tenants in accordance with best practice.
8. So that shop rents follow the assessment and guidance provided by the Valuation Office.
9. To increase the rent generated for garages in line with the guidance from the Valuation Office.
10. So that there is sufficient recovery of the costs associated with operating the leasehold flat and shop services.
11. So that there is sufficient recovery of the costs associated with operating the Lifeline service.
12. To comply with the requirements of the Local Government Finance Act 1992.

Councillor Rattray, attending virtually, confirmed that she would have voted in favour of the above decision had she been physically present at the meeting and able to do so.

57. MTFS 2023-26 AND CAPITAL STRATEGY, TREASURY MANAGEMENT STRATEGY STATEMENT, MRP POLICY AND ANNUAL INVESTMENT STRATEGY 2023-24

Considered, a report of the Head of Finance setting out a Medium Term Financial Strategy 2023-26 and a Capital Strategy, Treasury Management Strategy Statement, Minimum Revenue Provision Policy and Annual Investment Strategy 2023-24, for recommendation to Council (item 8 on the agenda filed with these minutes).

The Director Finance, Governance and Contracts assisted with consideration of the report. Errors in the report were corrected:

- (i) agenda supplement page 36, second paragraph in red type, word “his” should be “this”;
- (ii) agenda supplement page 124, appendix BB6 current investments table, headings should state £'000 not £m;
- (iii) agenda supplement page 24, Purpose of Report section, second paragraph, remove not needed final sentence.

The Director Finance, Governance and Contracts reported that the Capital Strategy (including Treasury Management Strategy Statement) 2023-24 had been considered by Audit Committee on 31st January 2023. The Committee had no issues that it wished to be reported to Council.

RESOLVED

1. that the Medium Term Financial Strategy 2023-2026 as set out at Appendix A to the report be noted and **recommended to Council** for approval;

2. that the Capital Strategy, as set out at Appendix B to the report be approved and **recommended to Council**;
3. that the Treasury Management Strategy Statement, Annual Investment Strategy and Minimum Revenue Provision Policy as shown at Appendix BB to the report be approved and **recommended to Council**;
4. that the Prudential and Treasury Indicators, also set out in within Appendix BB to the report be approved and **recommended to Council**.

Reasons

1. To inform members of the future financial outlook for the Council.
2. To enable the Council to comply with the statutory code of practice issued by CIPFA: 'The Prudential Code for Capital Finance in Local Authorities, 2021 Edition'.
3. To ensure that the Council's governance and management procedures for Treasury Management reflect best practice and comply with the CIPFA Treasury Management in the Public Services Code of Practice, Guidance Notes and Treasury Management Policy Statement.
4. To ensure that funding of capital expenditure is taken within the totality of the Council's financial position and that borrowing and investment is only carried out with proper regard to the Prudential Code for Capital Finance in Local Authorities.

Councillor Rattray, attending virtually, confirmed that she would have voted in favour of the above decision had she been physically present at the meeting and able to do so.

58. CAPITAL PLAN AMENDMENT REPORT

Considered, a report of the Head of Finance setting out proposed changes to the 2022-2025 Capital Plan and its financing, where required for recommendation to Council (item 9 on the agenda filed with these minutes).

The Head of Finance assisted with consideration of the report.

RESOLVED

1. that the current Capital Plan for 2022/23 - 2024/25, as amended by the changes shown in Appendix 1 to the report, in the budgeted sum of £61,451,500 be approved;
2. that it **be recommended to Council** to amend the following schemes as per the Treasury Management Strategy Report being taken to Cabinet on 9th February 2023; reduce the Enterprise Zone from £13m to £10m and move from 2022/23 to

2023/24 and reduce the Regeneration Projects £15m to £5m and move from 2022/23 to 2023/24;

3. that it **be recommended to Council** to add a new HRA scheme for the Redevelopment Sheltered Accommodation – St. Michael's Court, Thurmaston for the construction of eight new bungalows in 2023/24, £2m funded by HRA Major Repairs Reserve;
4. that amendments to the Capital Programme since 15th December 2022 Cabinet Minute 46 be noted.

Reasons

1. To enable the current Capital Plan to be the basis for capital spending by the Council and so that schemes may proceed.
2. To enable the Enterprise Zone and Regeneration Projects schemes to be available in 2023/24.
3. To enable the Redevelopment Sheltered Accommodation – St Michael's Court, Thurmaston budget to be available in 2023/24 funded from Major Repair reserve budget.
4. To note amendments to the Capital Programme since Cabinet 15th December 2022 Minute 46.

Councillor Rattray, attending virtually, confirmed that she would have voted in favour of the above decision had she been physically present at the meeting and able to do so.

59. AUTHORITY TO SPEND - TOWN DEAL PROJECTS

Considered, a report of the Director Commercial and Economic Development seeking authority and delegation to spend funding received by the Council from the Department for Levelling Up, Housing and Communities (DLUHC) following the submission of two Council-led Town Deal projects: Lanes and Links / Living Loughborough (item 12 on the agenda filed with these minutes).

The Director Commercial and Economic Development assisted with consideration of the report.

RESOLVED that authority be delegated to the Director Commercial and Economic Development, in consultation with the Section 151 Officer, to authorise all the elements of capital spend as they arise relating to the Town Deal award to the Council for the two Council's projects.

Reason

To allow the projects to be realised at pace without undue delay or complication.

Councillor Rattray, attending virtually, confirmed that she would have voted in favour of the above decision had she been physically present at the meeting and able to do so.

60. RIPA (REGULATION OF INVESTIGATORY POWERS ACT) POLICY

Considered, a report of the Head of Governance and Human Resources setting out a Regulation of Investigatory Powers Act (also known as RIPA, or the 2000 Act) Policy and a summary of the use of RIPA during 2022 (item 13 on the agenda filed with these minutes).

The Head of Governance and Human Resources assisted with consideration of the report. Although not a RIPA matter, he agreed to check that Council street wardens were following requirements in respect of use of body cameras and to provide a response in that respect.

RESOLVED

1. that it be noted that there has been no use of RIPA by the Council during the calendar year 2022;
2. that the Audit Committee be requested to continue its responsibility for receiving a quarterly report on the use of RIPA, and to report to Cabinet any concerns arising from those reports that may indicate that the use of RIPA is not consistent with the Policy or that the Policy may not be fit for purpose;
3. that the updated RIPA Policy Statement 2023, attached as Appendix A to the report, be approved.

Reasons

1. To ensure compliance with the requirements of the Home Office's current 'Code of Practice – Covert Surveillance and Property Interference' relating to the involvement of elected Members in approving the RIPA policy and reviewing the Council's use of RIPA on at least an annual basis.
2. To ensure compliance with the requirements of the Home Office's latest 'Code of Practice – Covert Surveillance and Property Interference' relating to elected Members considering reports on the use of RIPA on at least a quarterly basis to ensure that it is being used consistently with the policy and the policy remains fit for purpose.
3. To ensure that the Council's RIPA Policy Statement remains up to date and consistent with the relevant legislation and codes of practice.

Councillor Rattray, attending virtually, confirmed that she would have voted in favour of the above decision had she been physically present at the meeting and able to do so.

61. REVIEW OF THE CONSTITUTION

Considered, a report of the Monitoring Officer setting out proposed amendments to the Constitution following the annual review, for recommendation to Council (item 14 on the agenda filed with these minutes).

The Democratic Services Manager assisted with consideration of the report.

RESOLVED that it **be recommended to Council** that the changes to the Constitution set out in appendix 1 to the report be made, to be effective from the new Civic Year 2023/24.

Reason

To ensure the Constitution is kept up to date and fulfils its intended purposes.

Councillor Rattray, attending virtually, confirmed that she would have voted in favour of the above decision had she been physically present at the meeting and able to do so.

NOTES:

1. Councillor Rattray attended this meeting virtually. Decisions were taken only by Cabinet members physically present at the meeting.
2. The following officers listed as present attended this meeting virtually: Director Commercial and Economic Development, Head of Economic Development and Regeneration, Head of Finance, Democratic Services Manager, Business Relations and Economic Growth Officer. The remaining officers listed as present attended in person.
3. The decisions in these minutes not in the form of recommendations to Council will come into effect at noon on Friday, 17th February 2023 unless called in under Scrutiny Committee Procedure Rule 11.7. Decisions in the form of recommendations to Council are not subject to call in.
4. No reference may be made to these minutes at the next available Ordinary Council meeting unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on Friday, 17th February 2023.
5. These minutes are subject to confirmation as a correct record at the next meeting of the Cabinet.

CABINET – 9TH MARCH 2023

Report of the Head of Contracts (Leisure, Waste and Environment) Lead Member: Councillor Leigh Harper-Davies

Part A

LEICESTERSHIRE RESOURCES AND WASTE STRATEGY 2022 – 2050

Purpose of Report

To seek Cabinet approval and adoption of the Leicestershire Resources and Waste Strategy 2022 (LRWS/Strategy). The Strategy sets out how the Leicestershire Waste Partnership (LWP) intends to manage municipal waste up until 2050.

Recommendations

1. That the Leicestershire Resources and Waste Strategy and Action Plan (appendices A and B) are adopted by the Cabinet.
2. To endorse the continuation of the waste partnership and request that the partnership is developed and enhanced to ensure appropriate political, strategic, and operational engagement.
3. To request that the partnership explores collaborative opportunities which have the potential to deliver environmental improvements, whilst helping to reduce costs across the waste-system, such that cost shunting is avoided and mutual benefits are shared across all partners.

Reasons

1. The Strategy provides a policy framework to enable a sustainable system of waste management to be implemented.
2. To ensure that the relevant authorities in Leicestershire have effective collaborative working arrangements at all levels.
3. To ensure that resources are used effectively across all partners within the partnership.

Policy Justification and Previous Decisions

Under the Waste and Emissions Trading Act 2003, all two-tier authorities are required to have in place a Joint Municipal Waste Management Strategy for the management of municipal waste within their areas.

The LRWS sets out how the LWP intends to manage municipal waste in the period up to 2050. The LRWS replaces the Leicestershire Municipal Waste Management Strategy (LMWMS) which was last updated in 2011.

Implementation Timetable including Future Decisions and Scrutiny

It is expected that all partner authorities will adopt the Strategy during early 2023.

Report Implications

The following implications have been identified for this report.

Financial Implications

There are no financial implications arising directly from the adoption of this Strategy. Future service changes resulting from the Strategy will be subject to a separate cabinet report detailing the financial implications for the Council.

Changes arising from the Strategy may be wholly/partly covered by new funding streams. Mechanisms for distributing new funding sources are currently being considered by DEFRA and the Council is waiting for detailed clarification on this matter.

Risk Management

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
That there is insufficient financial resource to meet the pledges in the Strategy.	Unlikely (2)	Major (4)	Moderate (8)	The actions/pledges in the Strategy are non-binding and subject to the required finances being made available through new funding streams
That the cabinet does not accept the recommendations and the Strategy is not adopted.	Unlikely (2)	Serious (3)	Moderate (6)	The ongoing involvement of the Lead Member in the development of the strategy has reduced this risk.

Equality and Diversity

An Equality and Human Rights Impact Assessment (EHRIA) Screening was undertaken and concluded that the review of the LMWMS was subject to a full EHRIA (Appendix C). This EHRIA provides a strategic framework and further EHRIAs will be undertaken, where appropriate, for delivery of activities, and as specific schemes are developed.

This EHRIA has enabled the LWP to assess whether the new LRWS discriminates or has any adverse impact on any particular community or group of people within Leicestershire. The key outcome of the EHRIA is for the LWP to ensure the LRWS promotes accessible services, accessible information and appropriate equality training where required.

Sustainability

The Strategy is heavily influenced by the sustainability agenda and key consideration has been given to factors including waste prevention, net zero carbon, circular economy, clean growth and air quality. More information on this can be found in Appendix A, pages 17 to 19.

The SEA can be viewed by following the link below:

<https://www.leicestershire.gov.uk/sites/default/files/field/pdf/2022/1/27/environmental-report-draft-resources-and-waste-strategy-2022-2050.pdf>

Key Decision: Yes

Background Papers: None

Officer to contact: Matt Bradford
Head of Contracts (Leisure, Waste and Environment)
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Part B

Background

1. The first Leicestershire Municipal Waste Management Strategy (LMWMS) was adopted by the Leicestershire Waste Partnership (LWP) in 2002. In 2006 it was comprehensively reviewed including a public consultation and full Strategic Environmental Assessment (SEA). The Strategy was subsequently updated in 2011 to reflect changes in performance and the economic climate since 2006 but maintained the objectives of the 2006 Strategy.
2. The Strategy highlights that significant legislative changes are on the horizon. In responding to these, the waste partnership will need to be maintained and enhanced to ensure appropriate political, strategic and organisational engagement. As government policy evolves, the partnership will need to explore collaborative opportunities which are most effectively able to deliver the changes required and ensure the balance of risk and reward is shared across both the waste disposal and collection authorities. Innovative collaborative opportunities should be considered which have the potential to deliver environmental improvements, whilst helping to reduce costs across the waste-system, such that cost shunting is avoided and mutual benefits are shared across all partners.
3. The LWP commissioned consultants Frith Resource Management to undertake a full review of the Strategy.
4. The national Resources and Waste Strategy (RWS) was released in 2018. It focuses on known problems with effective solutions that will reduce reliance on single use plastics, cut confusion over household recycling, tackle the problems of packaging and end food waste.
5. The RWS outlines how the Government aims to make the UK more resource efficient and to move towards a circular economy which keeps resources in use for longer. The RWS covers the period until 2050 and includes the Circular Economy Package target of 65% recycling rate of municipal solid waste by 2035.
6. Following on from the publication of the national RWS, two rounds of consultations were released with local authorities identified as key stakeholders. These included proposals that are expected to affect local waste services including mandatory weekly food waste collections, free garden waste collections, the introduction of a deposit return scheme for single use drinks containers, extended producer responsibility for packaging (this is in essence where the full cost of collection, recycling and disposing of packaging is met by the producers of the packaging), and a move towards consistent waste collections by all local authorities. These three policies are known collectively as the 'Collection and Packaging Reforms' and consist of;

- Deposit Return Schemes (DRS) (England, Wales & NI) – closed June 2021
 - Reforming the UK packaging responsibility system/Extended Producer Responsibility (EPR) (UK) – closed June 2021
 - Consistency in household and business recycling collections (England) – closed July 2021
7. To date, the results of the second round of consultations have only been published for extended producer responsibility for packaging (pEPR). They have not yet been published for a deposit return scheme and consistency in household and business recycling collections.
 8. Legislation to enable the policy changes within the RWS are contained within the Environment Act which received Royal Assent on 9 November 2021.
 9. The review of the LMWMS has considered the potential forthcoming legislative changes and these are reflected accordingly, and, in some instances, caveats have been made due to the continued delay of confirmation of Government policy.
 10. It is important to note the Strategy is high-level and therefore non-site specific.

Joint Municipal Waste Management Strategy Review Process

11. The purpose of a joint municipal waste management strategy is to:
 - a) Identify the baseline position.
 - b) Outline where partners want to be and when by.
 - c) Articulate how this will be achieved.
12. To achieve the above the following steps were undertaken:

Strategy Review Steps	Outputs
Production of a detailed project plan	Project Plan
Project planning, gap analysis, data analysis	Baseline Report
Undertake full Equalities and Human Rights Impact Assessment	Equalities and Human Rights Impact Assessment
Agree objectives and options and options assessment criteria	Draft Options Appraisal Report and Draft Headline Strategy
Strategic Environmental Assessment (SEA)	Scoping Report and 5-week statutory consultation; Draft Environmental Report
Public Consultation	Public Consultation Report

Finalisation of Strategy	Final Headline Strategy
Action Plan	Final Action Plan

Public Consultation

13. Following a stakeholder mapping exercise, a public consultation commenced on 31 January 2022 and ran for 12 weeks until 25 April 2022.
14. The full suite of documents for public consultation comprised of;
 - a) The Draft Leicestershire Resources and Waste Strategy
 - i. Describes the approach the LWP would take in delivering recycling and waste management services from 2022 – 2050
 - ii. Contains the vision, objectives and pledges that sit alongside forthcoming national changes
 - iii. Includes 11 pledges covering; leading by example; waste prevention; reuse; food waste collections; alternative fuels; garden waste collections; consistent collections; extra materials for recycling collections; the national recycling target of 65% by 2035; communications to target recycling behaviour and reduction of waste sent to landfill
 - b) The Draft Options Appraisal Report
 - i. Explores the current and alternative ways of delivering the wastes services, the associated costs and the recycling rates that could be achieved as well as considering potential implications of upcoming national policy changes
 - ii. Provides evidence behind the pledges within the draft Strategy
 - c) The Draft Environmental Report – from the SEA process
 - i. Considers the environmental impacts of the alternative ways of delivering the Strategy
 - ii. Involved a five-week statutory consultation period from July 2021 and received input from Natural England, Historic England and the Environment Agency
15. In addition to the above, a consultation summary document outlining the main aspects of the Strategy was available to view.
16. The consultation documents were available online via the County Councils 'Have Your Say' webpage and signposted from Partner websites. Hard copies were available upon request

17. The consultation comprised a survey (predominately online) consisting of tick box questions and open comments. Questions sought views on the vision, objectives and pledges within the draft Strategy and asked a series of questions on waste prevention, reuse and recycling behaviours.
18. A wide range of communications were used to promote the survey utilising online and printed media. Presentations were given to specific groups and an online forum and workshop was delivered by Community Research, an independent research marketing firm.
19. The quantitative and qualitative responses to the online questionnaire and responses from groups and organisations to the public consultation are presented in the attached Consultation Report (appendix B).

Public Consultation Findings

Have Your Say Survey

20. A total of 5223 responses to the online survey were received. Almost two thirds of the respondents were female (63%). Compared to the known population of Leicestershire (Census 2011) this shows that females were overrepresented, and males underrepresented. Almost half (45%) of respondents were aged between 45-64 years. Underrepresented age groups in respect to population include 15-24 years old and those over the age of 85 years.
21. The majority of the respondents were supportive of the vision with 83% in agreement.

“To work towards a circular economy and contribute to achieving net zero carbon by 2050 in Leicestershire. This means fully embracing the waste hierarchy by preventing waste and keeping resources in circulation for as long as possible, though reuse, repair and recycling, to realise their maximum value whilst minimising environmental impacts”
22. 83% of respondents also agreed with the pledges and an analysis of the open text comments revealed that fly-tipping was the most common issue, followed by residents wanting more pressure placed on producers to make their packaging recyclable and products more easily repairable. Other comments referred to increasing education and engagement so people have a better understanding of link between waste and climate change.
23. In regard to behaviours, 38% of respondents said that they currently compost at home with 70% expressing an interest in taking part in reuse activities such as using an online platform for selling goods and taking items to a Household Waste Recycling Centre (HWRC).

24. For food waste collections, respondents were generally positive on the introduction of food waste collections (65% of respondents stated they did not see any barriers to participating in a weekly food waste collection service) but there were concerns raised of how it works in practise e.g. smells and hygiene.
25. Evidence shows that delivering the highest recycling rates and reducing carbon emissions can best be achieved by restricting general rubbish capacity (either through distributing smaller bins or collecting the waste less frequently) alongside adding more recycling services including weekly food waste collections. Respondents were asked which service configuration they would prefer. Overall, the option of a fortnightly collection with a smaller bin size was more favourable (39%) than a three-weekly collection with a current size bin (16%).
26. Overall, the majority (64%) of the respondents agreed with the draft Strategy to some extent.

Other Consultation Activity

27. A company called Community Research were commissioned to explore residents' views of the draft Strategy. An online forum was conducted with 25 Leicestershire residents taking part and completing a series of tasks including polling questions, discussion boards and self-filmed videos.
28. Key conclusions included that the vision and strategy resonated with residents and addressed many of their concerns; and those residents are enthusiastic about greater engagement in reducing waste and recycling and recognise the key role they have to play.
29. Presentations were provided to various groups in order to capture their views and these included Leicestershire Equalities Group, Leicestershire Parish Clerks and County Youth Council for Leicestershire.

Overall findings

30. The results to the survey were analysed and the key conclusions were;
 - The proposed Vision and Strategy resonate with residents
 - The understanding of the relationship between waste and climate change is limited.
 - Residents are enthusiastic about greater engagement in reducing waste and increasing recycling and recognise they have a key role to play (community initiatives and collective action).
 - Communications and engagement activities need to be developed bearing in mind learning from behavioural science, addressing the environmental, personal and social factors that can affect behaviour.

31. The key themes that have been highlighted in the consultation responses together with the issues and considerations that have been raised are summarised below. These are not presented in an order of priority;

- Tackling fly-tipping - an area of concern for residents.
- Putting pressure on producers – residents would like to see producers take more responsibility and use recyclable packaging for their goods.
- Increased access to sustainable activities – recognition of these to be accessible and affordable for all, especially waste prevention and reuse.
- Engagement and encouragement – respondents like to be kept informed and suggested potential for incentives for rewarding positive behaviours.
- Educating residents - suggested that efforts need to be made to encourage understanding the issue of waste and its relationship to climate change.
- Concerns with food waste collections - respondents were generally positive on the introduction of food waste collections but there were concerns raised of how it works in practise e.g. smells and hygiene.
- Expanding kerbside recycling - to reduce the amount of residual waste, respondents were keen for the introduction of a wider variety of materials collected at the kerbside.
- Accessibility of garden waste collections – residents were generally satisfied with the service but a reoccurring theme was accessibility to this service and charging.
- Restricted residual waste collection and household size – residents from larger households raised concerns on restricted residual waste. Overall the option of a fortnightly collection with a smaller size bin was more favourable (39%) than a three weekly collection with a current size bin (16%).
- Improving HWRCs - levels of satisfaction with HWRCs were high although some respondents did raise concerns regarding short opening hours, too few HWRC sites and inaccessibility

Changes to the Strategy

32. Findings from the consultation exercise will be utilised to help inform future initiatives and campaigns.
33. A key theme which came out of the consultation exercise, which is not dealt with by the pledges, is fly-tipping. Leicestershire Waste Partnership has therefore committed to address this and added an additional pledge (pledge 2 below)
34. Minor modifications have been made to the remaining 11 pledges but it is not considered that these existing pledges require alteration. The final pledges are;

- 1) All councils within the Partnership will review their purchasing activities and internal waste management services to seek to promote waste prevention, reuse and recycling to support the objectives of this Strategy and lead by example.
- 2) Environmental crime, particularly fly-tipping does not recognise council boundaries. The Partnership will work together to reduce fly-tipping and litter across Leicestershire and educate residents, businesses, or anyone disposing of rubbish, about their legal duty of care to dispose of their rubbish responsibly.
- 3) The Partnership pledge to support and encourage waste prevention activity across LWP. This will include working with stakeholders, residents and communities to prevent unnecessary waste arising, for example through food waste reduction campaigns such as Love Food Hate Waste.
- 4) The Partnership pledge to continue delivering reuse services and expand activities where practicable, working in partnership with other stakeholders and to signpost to places that advocate for waste prevention and reuse, in support of developing a circular economy. This includes a pledge to continue to improve the collection of items for reuse at Household Waste Recycling Centres and explore the development of reuse shops at suitable sites.
- 5) The Partnership will implement and promote separate food waste collections to all households, subject to confirmation of the national policy, legislation and the provision of total ongoing Government funding. This will be as soon as possible when contracts and circumstances dictate. The County Council will procure anaerobic digestion capacity to treat the collected food waste in a manner that contributes to effective carbon emissions reduction across the County and improves soil quality.
- 6) The Partnership will explore the use of alternative fuels for collection vehicles and the transportation of waste and resources to further reduce carbon emissions of the service and improve air quality.
- 7) The Partnership will continue to offer a garden waste collection system to Leicestershire residents. This will follow national guidelines as to the form of the collection and will be subject to legislation and total ongoing Government funding. The Partnership will continue to procure composting capacity to treat the collected garden waste in a manner that supports carbon reduction and improves soil quality.
- 8) The Partnership shall ensure that the full range of recyclables (as specified by the Government and subject to funding) are collected from residents (and businesses where applicable) across Leicestershire by 2025, or as soon as possible when contracts and circumstances allow.
- 9) The Partnership shall continue to explore the viability of adding extra materials to recycling collections (e.g. for batteries, small electric goods or

clothing) striving to continually improve Leicestershire's recycling performance.

- 10) The Partnership will put in place collection systems to contribute towards the achievement of the national 65% recycling target by 2035. This may include restricting residual waste capacity to encourage greater materials separation, carbon savings and resource recovery. Improvements in materials recovery at Household Waste Recycling Centres will also contribute towards the national target.
 - 11) The Partnership will continue to allocate a communications budget sufficient to help promote good recycling behaviour and support resource recovery to progress the circular economy and low-carbon objectives of this Strategy.
 - 12) The County Council will reduce waste sent to landfill to less than 5% by 2025, well in advance of the 10% national target by 2035. The County Council will undertake future procurement processes for residual waste treatment (alternatives to landfill) in line with the vision and objectives of this Strategy.
35. In the period during the public consultation the Government released its response to its extended producer responsibility for packaging consultation and has confirmed that glass which was originally to be included in the proposed deposit return scheme will now be part of extended producer responsibility for packaging. No further modelling was undertaken within the options appraisal due to the continued uncertainty around the Government's preferred approach, however the future waste and recycling projections were updated to take account of this amendment.
36. Due to the continued uncertainty in regards to Government policies a Local Government finance position statement also been added to the Strategy

Action Plan

37. A further step in the review process is to produce an Action Plan. The Action Plan provides a route map for delivering the vision, objectives and pledges set out in the Strategy. It provides a clear direction of travel to ensure that resources and waste are managed effectively
38. The Action Plan will guide the implementation of the Strategy and will be subject to regular review and monitoring. Changes may be made to the Action Plan in response to (for example):
- Accelerated or delayed implementation of actions
 - Variance in predicted performance of actions
 - Changes in Government policy, legislation or regulations; or

- Other changes in circumstances

39. The Action Plan has been divided into the following themes:

- Reuse/Circular Economy
- Recycling (performance & collections)
- Residual Waste Reduction
- Partnership Working
- Leading by example
- Communication
- Carbon

40. Some of these themes contain overlapping elements. Each action within the plan details what action is to be taken, how this relates to either an objective or pledge of the Strategy, by whom and when.

41. The Action Plan associated with the Resources and Waste Strategy is high level but builds on the objectives and pledges of the Strategy. There may be further (more detailed) actions for example: a procurement plan; individual Council action plans; business cases, or; communications plans.

Appendices

Appendix A: Leicestershire Resources and Waste Strategy 2022-2050

Appendix B: Leicestershire Resources and Waste Strategy 2022-2050 Action Plan

Appendix C: Leicestershire Resources and Waste Strategy 2022-2050 EHRIA

Leicestershire Resources and Waste Strategy 2022 - 2050



Foreword

The Government set a clear ambition to improve the environment within a generation in their 2018 Strategy 'A Green Future: Our 25 Year Plan to Improve the Environment'. How we manage our waste plays an important part in achieving this ambition as everything that we buy, use and eventually throw away has an impact on our environment.

The Leicestershire Waste Partnership (the County Council and the seven district and borough councils) work together to manage all of the household waste that is produced in Leicestershire. In this Strategy, the Partnership sets out how we will deliver recycling and waste management services up to 2050.

We are working towards reducing the amount of waste that is produced, increasing recycling, reducing carbon emissions to support net zero ambitions and keeping resources in use for longer. Additionally, we are pledging to reduce waste sent to landfill.

Depending on the funding that we receive from the Government, we are committed to introducing separate food waste collections across Leicestershire, offering garden waste collections to all residents, and expanding recycling collections.

We are also committed to reviewing our own purchasing activities and internal waste management services to lead by example.

But we can't do this alone. We need people to work with us to achieve these ambitions and we are committed to working with stakeholders, residents and communities to prevent unnecessary waste from being produced in the first place, to promote good recycling behaviour and support resource recovery to progress a circular economy. By working together, we can improve our environment, now and for the future.



Local government financial statement

This Strategy has been published during a time of uncertainty in regard to the Government's progression of the implementation of the national Resources and Waste Strategy (Our Waste, Our Resources: A Strategy for England). The Resources and Waste Strategy was released on 18 December 2018 and sets out how Government will preserve material resources by minimising waste, promoting resource efficiency and moving towards a circular economy.

Three significant consultations took place during 2019 including Consistency in Household and Business Recycling Collections in England, a Deposit Return Scheme and Extended Producer Responsibility for packaging. Further secondary consultations took place in early 2021 and subsequent changes from 2024/5 could include mandatory household food waste collections, restrictions on garden waste charging and the introduction of a deposit return scheme for drinks containers. At this present time Government has not released the outcomes from two of the consultations, therefore there remains uncertainty in regard to forthcoming legislation and future funding mechanisms.

All councils are facing challenging financial outlooks. The pressures of high inflation levels, coupled with an ever-increasing demand for core services, is presenting a challenge across the whole local government sector.

In acknowledgement of this, some of the pledges contained within the Leicestershire Resources and Waste Strategy are caveated and can only be implemented if sufficient ongoing additional funding is provided by Government to cover the costs incurred by both the waste disposal and waste collection authorities respectively.

Where funding is provided which requires allocation across the Partnership, this will be calculated on a basis that is acceptable to all partners to ensure legally compliant, cost effective and timely distribution.

Executive summary

How we view 'waste' has changed; it is no longer only something to get rid of, but is considered a valuable resource, to be retained and reused, or avoided at all where possible. Using waste as a resource can help to reduce the raw materials needed for producing new goods, which has environmental, social and financial benefits. This updated Leicestershire Resources and Waste Strategy (LRWS/the 'Strategy') reflects this global current thinking and describes the recycling and waste management services which will be delivered by the Leicestershire Waste Partnership (LWP)¹ from 2022 up to 2050. The Vision of the LRWS is:

To work towards a circular economy and contribute to achieving net zero carbon by 2050 in Leicestershire. This means fully embracing the waste hierarchy by preventing waste and keeping resources in circulation for as long as possible, through reuse, repair and recycling, to realise their maximum value whilst minimising environmental impacts.

This vision is supported by specific Strategy objectives and a range of pledges and measures that sit alongside national policy changes - setting a direction for long term management of material resources for the benefit of the residents and communities of Leicestershire².

In addition, the Strategy includes:

- The policy framework - the current and future context for resources and waste management, considering local issues e.g. air quality, and global issues such as carbon reduction/greenhouse gas reduction and climate change.
- Strategy delivery - how resources and waste will be managed to achieve the vision and objectives, through the services provided by the LWP to its residents and communities and 12 pledges regarding commitments, actions and performance.

¹ Leicestershire Waste Partnership comprises Leicestershire County Council and the seven district and borough councils. Leicester City Council is an associate member.

² Note that this Strategy does not cover Leicester City Council which is a unitary authority with its own waste collection and disposal arrangements.

The LRWS includes a focus on waste prevention (avoiding waste generation in the first place) and developing more initiatives on reuse of goods - both at the Household Waste Recycling Centres and in the community. There are challenging pledges around recycling and reuse, aiming to enhance Leicestershire's performance to support the delivery of the national recycling target of 65% by 2035. The majority of progress will be made over the next five years through the Countywide implementation of weekly food waste collections, more consistent and effective recycling collections and, subject to Government guidelines and funding, potential changes to garden waste collections.

If the national 65% recycling rate is to be met the amount of residual waste (all general mixed 'rubbish') managed by Councils will need to fall from around 260kg per person to around 160kg per person by 2035. Furthermore, the management of residual waste in Leicestershire is also set to change with a pledge to reduce the amount of waste landfilled from current levels (of around 30%) down to 5% by 2025. This is substantially ahead of the new national target of 10% landfilled waste by 2035.

The net effect of the measures within the LRWS is a reduction in the amount of carbon (as measured in CO₂ equivalents) in the range of 5,000 -10,000 tonnes of CO₂ eq. each year from the collection and management of wastes and resources in the County. This is equivalent to taking between 1,800 - 3,600 cars off the road, in terms of annual emissions savings.

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1. Introduction

What is a Resources and Waste Strategy?

This document is the Leicestershire Resources and Waste Strategy (LRWS) for the Leicestershire Waste Partnership (LWP). The partnership comprises Leicestershire County Council (the Waste Disposal Authority) and the seven Leicestershire Waste Collection Authorities (the district and borough councils). Leicester City Council manages its waste via separate arrangements as a Unitary Authority.

This LRWS is an update to the Leicestershire Municipal Waste Management Strategy which has been in place since 2002 and was reviewed and updated in 2006 and 2011 respectively.

The LRWS describes the recycling and waste management services which will be delivered by the LWP up to 2050. The Strategy sets out:

- The policy framework - the current and future context for resources and waste management, considering local issues e.g. air quality, and global issues including carbon reduction/greenhouse gas reduction and climate change.
- The vision, aims, and objectives - what the LWP wants to achieve in terms of resources and waste management.
- Strategy delivery - how resources and waste will be managed to achieve the aims and objectives, through the services provided by the LWP to its residents and communities.

How we view 'waste' has changed; it is no longer only something to get rid of, but is now considered a valuable resource, to be retained and reused, or avoided at all where possible. Also, the adverse impacts of raw material inputs e.g. the resources we use, are becoming increasingly apparent, meaning now more than ever raw materials need to be used efficiently and conserved. Using the resources from waste can help to reduce the raw materials needed for producing new goods, which has environmental, social and financial benefits. This updated LRWS reflects this global current thinking.

The Strategy covers services for managing municipal solid waste (MSW). MSW is all the waste collected by the local authorities in the LWP³. This includes household, commercial and street cleansing wastes, and wastes taken to the Household Waste Recycling Centres (HWRCs).

As Waste Collection Authorities, the district and borough councils have a legal duty to collect municipal waste and Leicestershire County Council, as the Waste Disposal Authority (WDA), has a legal duty to treat, manage and dispose of MSW. The WCAs and WDA work in partnership, recognising that joint working on planning the collection, treatment (composting, recycling, and recovery) and disposal of waste supports efficient service delivery for residents and communities, including businesses.

This Strategy runs up to 2050, however it will be reviewed regularly at appropriate periods during this time. Reviews are needed to make sure the Strategy remains current and in line with national guidance.

How is the service delivered?

All districts in Leicestershire currently have household collections of recycling, residual⁴ and garden waste. Food waste is not currently collected district wide by any WCA; however some have either collected this in the past or have trialled weekly food waste collections over the last few years, including Harborough District Council, Hinckley & Bosworth Borough Council and Oadby & Wigston Borough Council. North West Leicestershire District Council have been successfully trialling a food waste collection since November 2019, and continue to do so.

Recycling

How recycling is collected is broadly consistent across the LWP. Six of the districts collect all recycling material together in one container (typically a wheeled bin), this is often referred to as a 'commingled collection' and is collected every two weeks. Residents in North West Leicestershire District on the other hand, are provided with a mixture of bags and boxes to separate out key recyclable materials, which are then placed in different compartments on a specialist vehicle. This is often referred to as a 'kerbside-sort' or 'multi-stream' collection. Examples of the containers for each district and borough council are shown below.

³ It also applies to similar wastes collected by other parties; however this is not under the control of the local authorities.

⁴ 'Residual' waste is 'black bin' waste that is not separated, so is mixed waste or 'general rubbish'.



Commingled collections for:
Blaby District Council,
Charnwood Borough Council,
Harborough District Council,
Hinckley & Bosworth Borough Council,
Melton Borough Council and
Oadby & Wigston Borough Council



Kerbside sort
or multi-stream
collections for
North West Leicestershire
District Council

All of the commingled recyclable materials collected from residents are currently sent to a Materials Recycling Facility (MRF) in Leicester. At this facility, recycling is separated using a combination of manual and automatic sorting processes to sort material streams before being baled and sent for reprocessing.

North West Leicestershire District Council has its own arrangement for processing recycling (which is already separated on the vehicle as it collects from households). Their recycling is transported to a depot in Coalville. Here, the materials are unloaded from the collection vehicles and tipped into dedicated bays where further separation is used where needed. For example, magnets are used to separate the metals from the plastic. Once baled, the collected recyclables are sold on, and this can be directly to reprocessors.

Garden waste

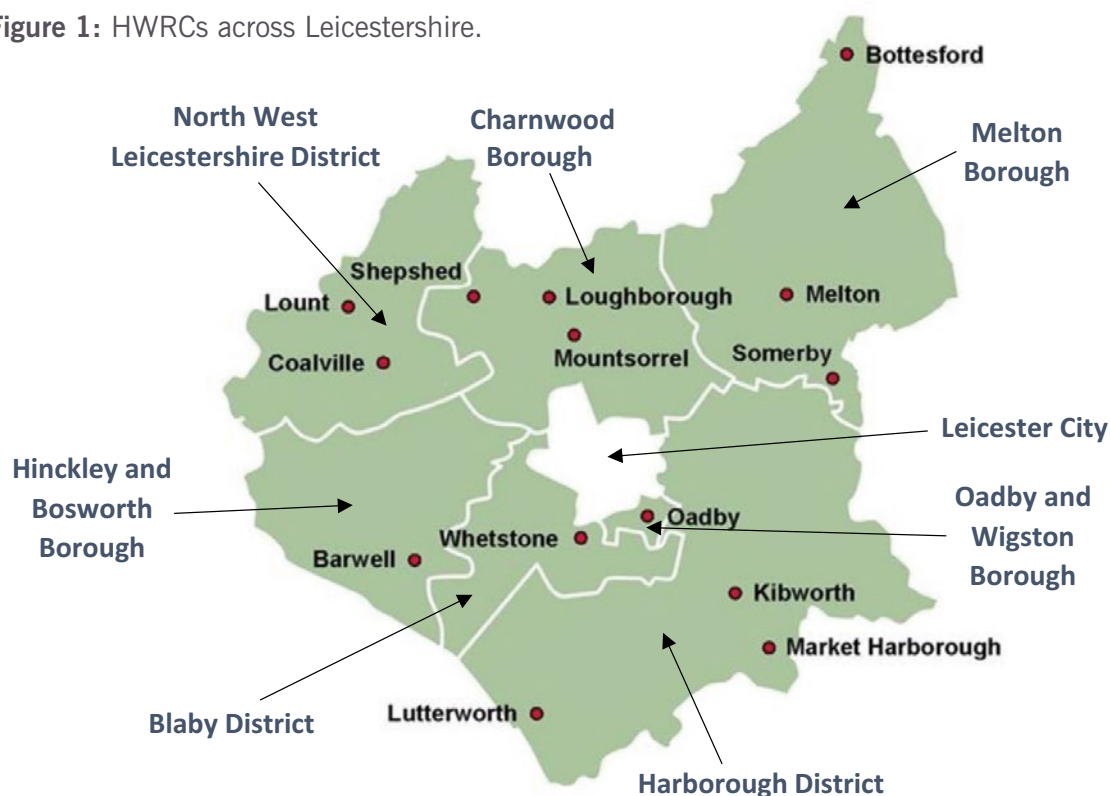
Unlike recycling and residual waste, the collection of garden waste is a non-statutory service and is a discretionary service provided by Local Authorities. As such, Local Authorities are able to provide this service for free, or to ask residents to pay for its collection. All authorities in the LWP charge for the collection of garden waste, except for North West Leicestershire District Council who offer this service for free. Residents wishing to have their garden waste collected typically pay an annual subscription fee which covers the cost of a wheeled bin, vehicles and crew that collect garden waste.

Residents are also encouraged to use other methods to dispose of garden waste. Firstly, via home composting garden waste (cuttings, trimmings, plants, branches and other garden waste which can be composted). Alternatively, residents can also take their garden waste to any of the Household Waste Recycling Centres.

Household Waste Recycling Centres (HWRCs)

Household Waste Recycling Centres (HWRCs)⁵ are provided for residents to dispose of any bulky or additional waste and recycling which cannot be collected through the kerbside collection. There are fourteen HWRCs located across Leicestershire, as shown in the image below. These sites are managed by Leicestershire County Council.

Figure 1: HWRCs across Leicestershire.

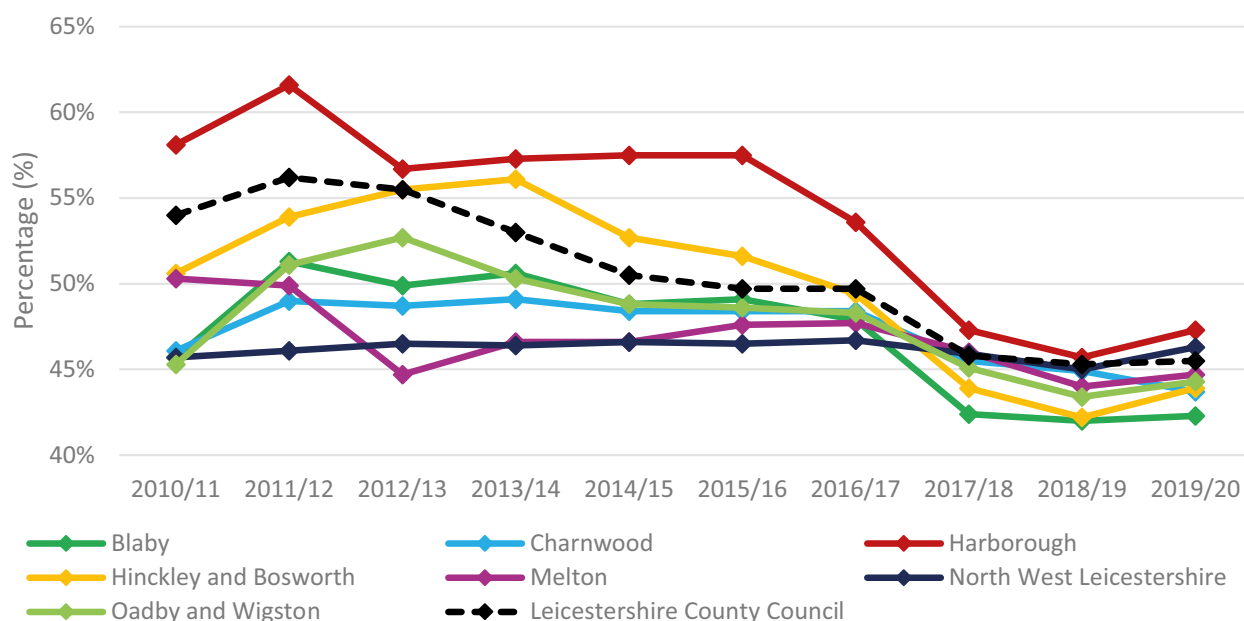


The HWRCs take a wide range of items which can be sent for reuse, recycling or disposal. Opening hours and the waste accepted varies across each site. Leicestershire residents are generally able to use these sites for free. Some charges may apply for specific materials, including hardcore and rubble, tiles, plasterboard and asbestos. Vans, pick-ups and cars with trailers, and any vehicle bringing asbestos, chemicals or liquid paint, require a permit to visit the sites.

In 2019/20, the combined reuse, recycling and composting performance was 45.5% for household waste from collections at the kerbside and from the HWRCs. This is lower than the UK's target to recycle 50% of household waste by 2020. The average for England within the same period was 43.8%, meaning that Leicestershire did perform above national average, despite the fall in overall performance shown below. A key reason for the fall, shown in Figure 2, was not that householders were recycling less, but that a facility which was extracting extra recycling from residual waste had closed.

⁵ Locally in Leicestershire known as Recycling Household Waste Sites (RHWS) or historically known as 'the tip'.

Figure 2: Current and historic recycling rates for Leicestershire Councils 2010/11 - 2019/20.



Although the recycling rate is above the national average, the amount of waste sent to landfill (the least desirable outcome) was 31.8% in 2019/20, this is much higher than the average landfill rate for local authorities in England, for the same time period (8.5%). Both reducing the waste sent to landfill and increasing recycling are key elements of this Strategy (see section 3).

Who delivers the collection services?

The collection of waste and recycling is the responsibility of the district and borough councils. The delivery of this service can be managed in several ways, in-house (the Council run the collections using their staff), via a Local Authority Trading Company (a type of publicly owned 'arms length' company), or by outsourcing the service to a private contractor (also known as contracting out the service). At present, four of the district and borough councils operate this service in house (Blaby, Hinckley & Bosworth, North West Leicestershire and Oadby & Wigston) and three are outsourced to the private sector (Charnwood, Harborough and Melton). Collection service contracts typically last between 7 and 10 years.

Bulky waste

Across the County, residents can arrange for the collection of larger items - this is known as a bulky waste collection. Each district and borough council has its own service in place for its residents. This service is chargeable (price varies per Council), often with a minimum collection fee. The types of items that can be collected include domestic furniture, appliances (televisions, fridges, freezers, washing machines), beds etc.

Trade waste

Some district and borough councils also offer a collection service from businesses in their area, this is known as a trade waste collection. An overview of the trade waste services is provided below.

Council	Waste types collected	Other characteristics
Blaby District Council	General Waste Mixed Recycling Glass Only	Customers can choose from a range of options for both the frequency of collection and the size of containers provided.
Charnwood Borough Council	General Waste	Weekly (or multiples of weekly) collections of residual waste. Intention to start mixed recycling collections soon.
Harborough District Council	General Waste Mixed Recycling	Customers can choose from a range of options for both the frequency of collection and the size of containers provided.
Hinckley & Bosworth Borough Council	General Waste Mixed Recycling	Customers can choose from a range of options for both the frequency of collection and the size of containers provided.
Leicestershire County Council	N/A	LCC run a trade service at Whetstone Waste Transfer Station (WTS) which includes an outlet for general waste and also source separated waste such as cardboard, green waste, wood and inert waste.
North West Leicestershire District Council	General Waste Mixed Recycling	Customers can choose from a range of options for both the frequency of collection and the size of containers provided.

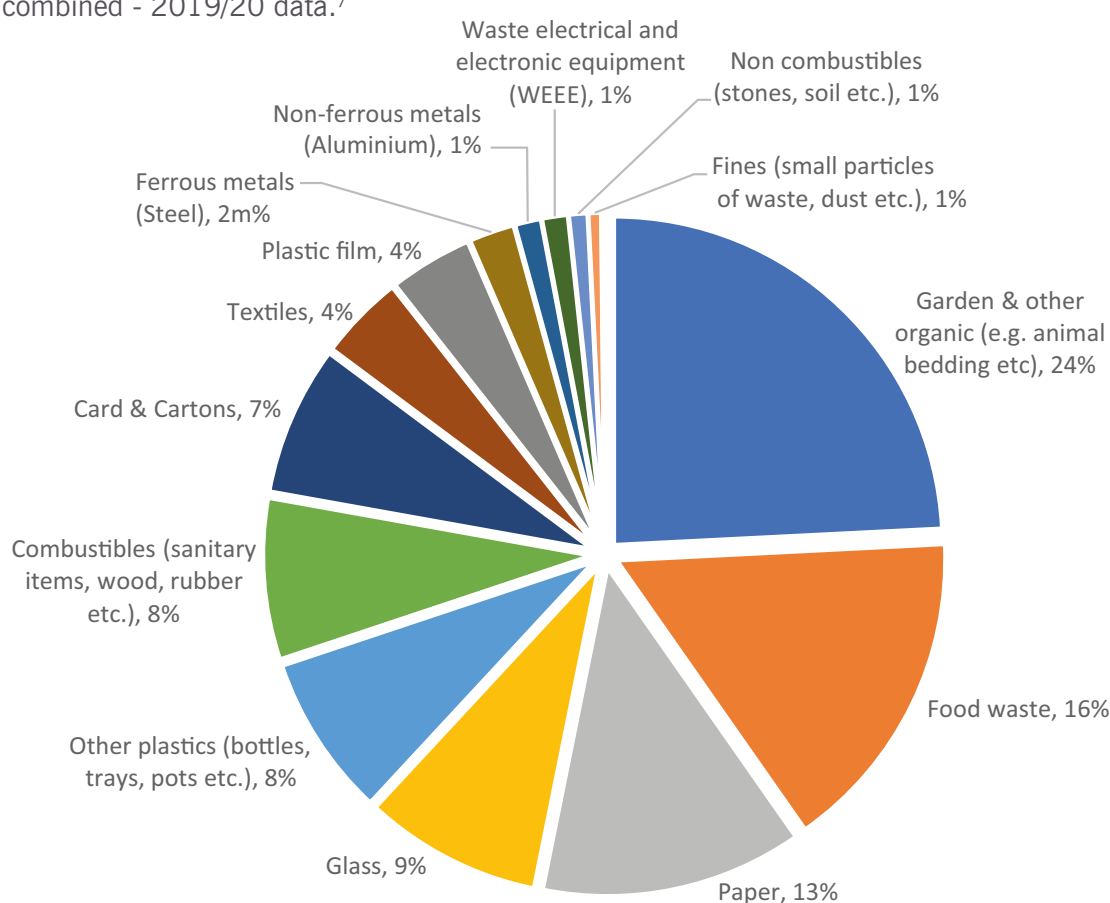
What is in your bins?

The average composition of what a Leicestershire resident puts in their bins each year is shown in the pie chart below. What this illustrates is that the vast majority of items that are disposed of can be prevented, reduced, reused or recycled in some way. This isn't just the materials that we are familiar with recycling like paper, card, metals, glass and plastic, but also other materials like food waste and waste electrical and electronic equipment (WEEE), which can be collected separately and have their resource value recovered.

Separating these additional materials for recycling can help contribute towards achieving 65% recycling, the national recycling target for 2035, set by Government⁶.

Furthermore, other items may be reused to prevent them becoming waste at all. This is preferable to recycling, and options such as using washable nappies, reusable water bottles for drinks and refilling containers with goods from a refill shop or station to avoid new packaging all help conserve resources and avoid packaging and other wastes. There is more on this in sections 3 and 4 of this Strategy.

Figure 3: Waste composition of all bins (residual, recycling and garden) combined - 2019/20 data.⁷



⁶ This is included in the 2020 Circular Economy Package (CEP).

⁷ Data may not add up to 100% due to rounding.

2. What is the proposed strategy for Leicestershire?

This section explains the direction envisaged for the LRWS and includes a summary of influences (both national and local) that have shaped its development.

The Strategy focuses on municipal waste that is waste generated by households and similar wastes from businesses and commerce. It explores different options to reduce the amount of waste arising in the first place (see ‘the waste hierarchy’ described later in this section), and then to manage the remaining material in a way that gives benefit from its resource value.

The management of the residual waste (the remaining waste left for disposal) is managed by long term contracts. Whilst there are different ways to manage this waste, the Strategy takes the position that the prime aim is to avoid waste going to landfill. When new contracts are to be let for managing residual waste, they should review the latest options available and adhere to the principles of this Strategy for subsequent decision making on residual waste management technologies.

The vision and objectives of the LRWS are explained below.

Our strategic vision

The overarching vision of the LRWS is:

To work towards a circular economy and contribute to achieving net zero carbon by 2050 in Leicestershire. This means fully embracing the waste hierarchy by preventing waste and keeping resources in circulation for as long as possible, through reuse, repair and recycling, to realise their maximum value whilst minimising environmental impacts.

Key aspects of this vision, like what we mean by a circular economy and the waste hierarchy, are explained in more detail later in this section of the Strategy.

Our objectives to deliver the vision

To achieve the vision outlined above, the following objectives have been developed, and grouped into themes. These are all important guiding principles for the service as a whole and are not in order of priority.

Deliver services in accordance with circular economy principles

Objective 1: Manage materials in accordance with circular economy principles, except where costs are prohibitive, or where the environmental consequences can be demonstrated to be negative.

Objective 2: As local authorities, set an example by preventing, reducing, reusing, recycling and composting our own waste and use our buying power to positively encourage sustainable resource use.

Reduce the climate change/carbon/air quality impact of waste services in Leicestershire

Objective 3: Reduce carbon emissions from Leicestershire's waste management services.

Deliver services that are financially sustainable and equitable across the Partnership

Objective 4: Consider the whole life financial, social and environmental impact, and deliver quality services designed to allow flexibility, innovation and improvement.

Objective 5: Promote the economic and employment opportunities of sustainable waste management where this is consistent with circular economy principles. Consider local/regional supply chain and markets for recycle and other secondary raw materials.

Delivery of high quality waste services for the residents of Leicestershire

Objective 6: Work together to adapt and deliver coordinated services and infrastructure for waste services with lower environmental impacts.

Objective 7: Aim to reduce and manage residual waste within the County where this is consistent with the proximity principle and to manage all other waste at the nearest appropriate facility by the most appropriate method or technology.

Work in partnership with local communities across Leicestershire

Objective 8: Work with the community and businesses to raise awareness about environmental matters (including climate change, energy and resource management) and increase participation in waste prevention, reuse and recycling initiatives and link to national campaigns.

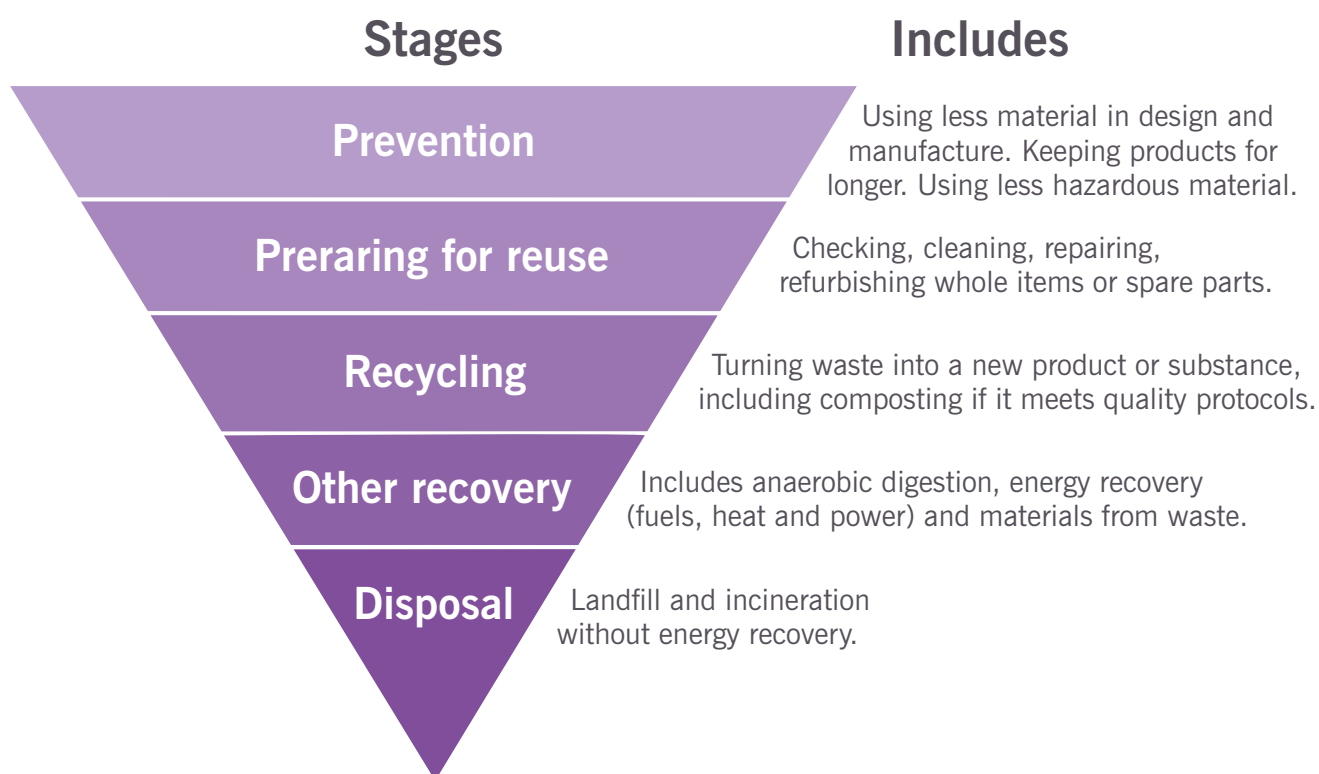
Objective 9: Lobby and work with others, in pursuit of the Partnership's vision of sustainable waste and resource management.

The Strategy also includes a number of pledges setting out specific actions to support and achieve these objectives, these are presented in section 3.

National policy and influences

A guiding principle of managing waste and resources is the 'waste hierarchy', this is shown below with definitions as to the meaning of each level. The most beneficial method is 'prevention' of waste and the least beneficial 'disposal'. This Strategy sets out Leicestershire's intentions on each level.

Figure 4: The Waste Hierarchy (2011).



Resources and waste strategy for England

“Our Waste, Our Resources: A Strategy for England” (2018), is focussed on improving recycling quality and increasing recycling rates from households and businesses. It includes substantial reforms to municipal waste collection and management services, including requiring the separate collection of food waste from households. It also puts a greater responsibility on producers of goods and packaging to play their part in dealing with the products at the end of their life. New measures proposed include Extended Producer Responsibility for packaging materials (EPR)⁸ and the introduction of a deposit return scheme (DRS) for single use drinks containers. This is explained in more detail in section 3. These measures are likely to have a significant impact on the services delivered in Leicestershire and who pays for them. The direction of the national Strategy has had a major influence on the LRWS.

Waste prevention programme for England

Waste prevention activity reduces the amount of waste which is generated, and the Government’s view on how this can be achieved is set out in the Waste Prevention Programme for England, “Prevention is better than cure: the role of waste prevention in moving to a more resource efficient economy” (2013). Key actions for Central Government include setting a clear direction, leading by doing, driving innovation, and ensuring that information regarding waste prevention is available to all. In March 2021, a consultation on a revised Waste Prevention Programme for England was held. The consultation document outlines how waste prevention could be achieved through transforming product design, making it easier for consumers to make sustainable choices or purchases and aligning policy with a circular economy approach (see below).

⁸ The National Strategy also raises the potential for further producer responsibility measures including for textile wastes (e.g. to help tackle ‘fast fashion’ impacts), bulky waste (e.g. mattresses, carpets) and other waste streams.

Net zero carbon

Climate change is the greatest environmental challenge facing the world and is driven by rising levels of greenhouse gases in the atmosphere (which include gases such as carbon dioxide and methane). This results in global heating, rising sea levels and changing patterns of rainfall. These changes can increase the risk of flooding, heatwaves, droughts, and wildfires. To overcome this, the Government has committed the UK to achieving net zero by 2050. This means that there will be an equal balance between the amount of greenhouse gas emissions produced and the amount removed from the atmosphere, through planting trees or using technology such as carbon capture. The waste management sector is estimated to have contributed around 4% of greenhouse gas emissions in the UK in 2019⁹. These emissions can be addressed through minimising the quantity of waste sent to landfill (which is a large contributor of methane emissions), and by applying the waste hierarchy (prioritising prevention, reuse, recycling and recovery).

Circular economy

In a Circular Economy, we see a transition away from a take-make-dispose ideology to a more circular system in which we keep resources in use for as long as possible. This is achieved through maintaining the maximum value when in use, and then recovering and repurposing material at the end of its life. The EU Circular Economy Package (CEP) introduces a revised legislative framework, identifying steps for the reduction of waste and establishing an ambitious and credible long-term path for waste management and recycling. This has been largely incorporated into UK Government strategy and policy and key elements within “Our Waste, Our Resources: A Strategy for England” (2018).

Clean growth strategy

The Clean Growth Strategy was published in 2017 by Government, which aims to increase national income while reducing greenhouse gas emissions in order to meet the UK’s 2050 net zero goal. The Strategy highlights that the UK waste sector has contributed to significant falls in carbon, with the large reduction in waste being sent to landfill resulting in lower greenhouse gas emissions. 12.5% of the UK’s energy was generated from ‘renewable sources and waste’ in 2019. The incineration of waste (Energy from Waste or ‘EfW’) made up 13.3%¹⁰ of the renewable energy generated.

⁹ Department for Business, Energy & Industrial Strategy (2021). 2019 UK Greenhouse Gas Emissions, Final Figures.

¹⁰ [Energy use: renewable and waste sources](#)

Air quality

Air quality is used to describe the condition of our air, it can be negatively impacted by a number of pollutants including sulphur dioxide and nitrogen oxide. Road transport is a contributor to poorer air quality, demonstrated by the fact that it accounted for 33% of nitrogen oxide emissions across the UK in 2019. The impact of waste management activity on air quality is most likely to arise through transport impacts, for example, when collecting household waste and recycling and the transport of this to transfer, recycling, treatment and disposal facilities. However, alternative fuels for Refuse Collection Vehicles (RCVs, or 'bin lorries') are coming into the market which will help to reduce the impact that the waste management sector has on air quality, this is because these fuels are cleaner and have a lower environmental impact in comparison to diesel. A pledge on alternative (low emission) vehicle fuels is included in section 3.

Local policies and influences

The LRWS will be implemented in the context of local policies, which both shape and affect it. The proposals in this Strategy have been developed in consideration of these policies, in order to check that the Strategy can be practically implemented and that it either complements or does not diverge from the wider aims of the LWP member authorities, as set out in other relevant policies.

The types of policies influencing the Strategy include the Leicestershire Minerals and Waste Local Plan (the Local Plan). For waste, the Local Plan aims to provide adequate facilities for waste management and mineral extraction/processing facilities within Leicestershire to meet identified needs. The current plan runs from 2019 to 2031. The Local Plan includes Leicester City; Leicester City Council is not within the LWP, but both parties cooperate to deliver plans which affect a wide geographic area.

Further policies and plans considered during the Strategy update cover a wide range of environmental and social issues, such as carbon management, climate emergency declarations and net zero ambitions, community strategies, air quality management, biodiversity and transport. It is important that, to the extent possible, the LRWS is aligned with these other documents. This is specifically addressed by an Environmental Report (see below) which gives more consideration to the local policy influences.

Supporting documents

This LRWS is not developed in isolation; it is supported by research, analysis and consultation. This has been undertaken through the following processes.

Firstly, an Options Appraisal was prepared. This is an assessment of alternative resource and waste service delivery options, analysing combinations of factors such as waste collection methods, recycling options, or treatment approaches. The outcome was a selection of possible approaches to meet the Strategy aims and objectives.

Secondly, a Strategic Environmental Assessment (SEA) was undertaken. SEA considers wider policy influences and assesses the Strategy options against important environmental effects and proposed mitigation. An Environmental Report is the outcome of the SEA; the assessment and mitigation measures in the Environmental Report have influenced the final selected strategy option(s).

Thirdly, an Equalities and Human Rights Impact Assessment (EHRIA) was conducted. This considers, at a strategic level, if the proposed resource and waste services are accessible to the entire community, regardless of characteristics such as age, gender, health, disability, race, or socio-economic status. The EHRIA also includes a public consultation which helps identify any additional unknown barriers the community may have in accessing services in the Strategy. The EHRIA influences the Strategy, identifying if any proposed options need adjusting in order for everyone to have access to the services.

Lastly, there has been a public consultation on key elements within the Strategy to gain feedback from the residents and communities of Leicestershire. The results from the consultation have been reflected within the Strategy.

3. How can the strategy be delivered?

This section identifies LWP's commitments required to deliver the Strategy. These are divided into the topic areas needed to meet the overall vision.

Working in partnership

The LRWS has been developed jointly by LWP members, and it will be implemented by the LWP members working together. The Strategy review has included consultation with officers and elected members from all the LWP authorities. The LWP also recognise that waste issues cross administrative boundaries, and therefore it works with Leicester City Council. Leicester City Council is a Unitary Authority, which makes its own independent waste collection and disposal arrangements, but it co-operates with the LWP on strategic waste issues.

The LWP also works in partnership with residents and communities as they are central to the Strategy. The Strategy objectives are to deliver resource and waste services in which residents and communities can participate effectively. This requires clear and effective communication between the LWP and its residents. Residents are encouraged to maximise resource recovery by using the wide range of recycling services provided by the LWP; in turn, the LWP is required to provide accessible services for the residents, responding to their needs and aspirations.

In the near future, the LWP will also be working with private sector 'Producers' of waste under new Extended Producer Responsibility (EPR) legislation. EPR is intended to promote packaging¹¹ design which considers resource inputs and easier end of life recovery (e.g. reuse or recycling) of the resources within the products. Once finalised, EPR regulations will require the LWP members to participate in its implementation with possible service changes.

¹¹ Government has indicated that EPR may be expanded beyond packaging into other goods and products.

The Partnership is also aware of its role in managing wastes and conserving resources from materials generated in Council buildings and activities and makes the following pledge:

Strategy Pledge no. 1:

All Councils within the Partnership will review their purchasing activities and internal waste management services to seek to promote waste prevention, reuse and recycling to support the objectives of this Strategy and lead by example.

The environment in which we live has a significant impact on our quality of life. Residents care about their environment and LWP want Leicestershire to be a great place to live, free from litter and fly-tipping. Tackling environmental crime requires joint working. The Partnership therefore makes the following pledge:

Strategy Pledge no. 2:

Environmental crime, particularly fly-tipping does not recognise council boundaries. The Partnership will work together to reduce fly-tipping and litter across Leicestershire and educate residents, businesses, or anyone disposing of rubbish, about their legal duty of care to dispose of their rubbish responsibly.

Preventing waste and preparing items for reuse

Waste prevention is the highest priority of the waste management hierarchy and is an integral part of any Resources and Waste Strategy. Waste prevention measures ensure that the quantity of waste is reduced (either through the avoidance of waste creation in the first place, reuse of products and services, or the extension of its useful life). It therefore reduces the adverse impacts on the environment of waste generation and management, and subsequently prevents impact on human health.

It also eases our demand on finite natural resources and as such, reduces the carbon emissions associated with waste management activity.

The most effective waste prevention activities are often focused on particular waste streams or products. Over recent years, LWP members have implemented a number of initiatives in support of waste prevention and reuse. These projects have included food waste reduction training through Adult Learning Services, supporting the use of reusable nappies by offering free trials of reusable nappies, encouraging home composting via compost bin subsidies and training, and providing guidance on reducing unnecessary waste such as contamination or junk mail.

As part of the Options Appraisal supporting this Strategy, we have explored the impact of waste prevention measures and make the following pledge:

Strategy Pledge no. 3:

The Partnership pledge to support and encourage waste prevention activity across LWP. This will include working with stakeholders, residents and communities to prevent unnecessary waste arising, for example through food waste reduction campaigns such as Love Food Hate Waste.

The second highest priority of the waste hierarchy is 'preparing items for reuse'. The aim of repair and reuse is to extend the useful life of a product or service. This has wide ranging benefits which include saving money, conserving the Earth's limited resources and lowering carbon emissions. Reuse activities often support social and economic development, through skills training, employment and community volunteering.

Recent examples of reuse activity across Leicestershire include:

- **Adult Learning Service** - Furniture reuse workshops are available to all Leicestershire residents. These workshops take place regularly and teach individuals how to fix and upcycle items of furniture.
- **Textiles repair** - An online guide is available on the Less Waste website, which aims to reduce clothing waste. It encourages more sustainable purchasing habits, gives advice about how to care for and repair clothes, how items can be upcycled and where clothing can be donated/sold. Classes are also available for residents to learn sewing skills, such as how to make new items out of existing fabric at home.
- **Give or Take Day toolkit** - A Give or Take Day is an event where people can exchange unwanted goods for items which they may need. A toolkit is available on the Less Waste website to help individuals set up their own event.

Leicestershire residents are also able to engage in reuse activities at the HWRCs across the County. Leicestershire County Council have been investing in developing its provision for reuse at its HWRCs, creating signage and designated deposit areas called 'ReHome Zones', for items which residents deem eligible for reuse or repair. This currently includes bric-a-brac and bicycles however Leicestershire County Council have a vision to expand and enhance the range of materials which can be saved from going into the 'waste' stream, retaining the definition as a 'product' thereby extending its useful life.

LWP also run the 'Less Waste' website which serves as an online platform for the Partnership to provide information on recycling and waste management to its residents, focusing on themes of 'reduce', 'reuse' and 'recycle'. The website also includes links and information on many of the initiatives quoted above¹².

¹² www.lesswaste.org.uk

As part of the Options Appraisal supporting this Strategy, we have explored the role of reuse in developing a waste strategy and as such make the following pledge:

Strategy Pledge no. 4:

The Partnership pledge to continue delivering reuse services and expand activities where practicable, working in partnership with other stakeholders and to signpost to places that advocate for waste prevention and reuse, in support of developing a circular economy. This includes a pledge to continue to improve the collection of items for reuse at Household Waste Recycling Centres and explore the development of reuse shops at suitable sites.

Collecting food waste and garden waste

After preventing food waste occurring (see Love Food Hate Waste example referred to previously), the next most important method of reducing carbon emissions from food waste is to separately collect and treat it. The most effective way of doing this is to collect food waste from households and businesses on a weekly basis, as a separate material stream, and to process the food waste in Anaerobic Digestion (AD) facilities.

The Government has recognised that a key method of avoiding damaging methane emissions from landfill (methane is a powerful greenhouse gas 28 times more potent than CO₂), is to remove food waste from the residual waste stream, through a dedicated collection service. The Government is requiring (through the Environment Act) all households to have a separate collection of food waste, on a weekly basis, from the mid 2020's.



Figure 5: Food waste collection trial taking place in North West Leicestershire District Council.

Food waste collections have been trialled in parts of the County and there are increasing numbers of councils implementing them across the UK. They tend to use small, dedicated collection vehicles and the carbon benefits from separating and effectively managing the food waste far outweigh the carbon emissions of the collection fleet. An image of the collection trial in North West Leicestershire is shown in Figure 5. More separation of waste for recycling can mean additional mileage to operate the collection service and this can add to local air pollution if not appropriately managed. Electric refuse collection vehicles, and some fuelled by hydrogen have been trialled and implemented in the UK, and these have the potential to dramatically reduce local air emissions and save significant amounts of carbon emissions. Vehicles running on alternative fuels are currently much more expensive and require new infrastructure around refuelling/charging, however this is an important area to be evaluated by the Partnership as new vehicles are procured and the cost of technology falls. Some districts within the Partnership are using HVO (hydrotreated vegetable oil) fuel as a substitute for diesel, including North West Leicestershire District Council and Blaby District Council.

The separately collected food waste is usually sent to an AD process. Anaerobic digestion is a process that takes place in sealed vessels in the absence of oxygen. Food waste is fed into the vessels which act like a digestion process, breaking down the food waste using bacteria (in a similar way and a slightly higher temperature than your stomach digesting food). The waste degrades and releases a flammable biogas (which is roughly half methane and half carbon dioxide), this gas is then usually combusted in a gas engine to generate electricity, which can be fed back into the national grid as renewable electricity. The gas can alternatively be used to fuel vehicles with 'biomethane' or, after further processing, as an input into the gas grid. The remaining residue from the food waste is reduced to a slurry and can be, after some further 'maturation' (like a composting process), applied to land as a soil conditioner or fertiliser. As part of the Options Appraisal supporting this Strategy, we have modelled the introduction of separate food waste collections across the County and make the following pledges:

Strategy Pledge no. 5:

The Partnership will implement and promote separate food waste collections to all households, subject to confirmation of national policy, legislation and the provision of total ongoing Government funding. This will be as soon as required and when contracts and circumstances dictate. The County Council will procure Anaerobic Digestion capacity to treat the collected food waste in a manner that contributes to effective carbon emissions reduction across the County and improves soil quality.

Strategy Pledge no. 6:

The Partnership will explore the use of alternative fuels for collection vehicles and the transportation of waste and resources to further reduce carbon emissions of the service and improve air quality.

A garden waste collection is offered to all residents in Leicestershire on a fortnightly basis, as described in section 2. There is currently no duty on WCAs (the district/borough councils) to collect garden waste, however the Government is considering making a free garden waste collection a mandatory requirement (or introducing a maximum charge), through the National Resources and Waste Strategy for England, this is subject to separate consultation.

The collected garden waste from the County is sent to composting facilities and the resulting compost applied to land to improve soil quality and add nutrient value.

As part of the Options Appraisal supporting this Strategy, we have modelled both free of charge and subscription based garden waste collection systems and make the following pledge:

Strategy Pledge no. 7:

The Partnership will continue to offer a garden waste collection service to Leicestershire residents. This will follow national guidelines as to the form of the collection and will be subject to legislation and total ongoing Government funding. The Partnership will continue to procure composting capacity to treat the collected garden waste in a manner that supports carbon reduction and improves soil quality.

Expanding recycling for homes and businesses

The residents and communities of Leicestershire already have a wide range of materials collected for recycling. This mirrors the Government intention to have a standardised set of materials collected for recycling from each house and business across the Country. This will include food waste (as described previously) and each of the following:

- Metals (cans, foil trays, foil, aerosols)
- Plastics (plastic film, bottles, trays, pots, tubs)
- Cartons (e.g. Tetra Pak)
- Card
- Paper
- Glass

The aim is that all of England has the same range of materials collected and that this will enable more targeted nationwide messages and standardised product labelling for recyclability to be established. Furthermore, residents moving from one area to another will know what materials can be separated for recycling (although there might be different colours or types of containers in which to separate them).

In addition to these changes, Government are seeking to introduce a deposit return scheme (DRS) for all single use drinks containers (excluding bottles made of High-Density Polyethylene plastic, primarily milk bottles and glass bottles). This is likely to place an additional 20p charge (the deposit) onto bottles and cans containing drinks, which then may be redeemed (returned) when the bottle/can is placed in an authorised collection point. The collection points are likely to be at shops/supermarkets and are known as reverse vending machines, although alternative methods of redeeming deposits are also being investigated. The DRS scheme is still undergoing consultation but is due to be implemented in 2024. This could have the effect of changing consumer behaviour to an extent, also potentially reducing the amount of littering of containers (covered by the DRS) and may reduce the amount of recyclables and waste handled by the local authorities.

As part of the wide-ranging national changes and to encourage greater resource recovery from waste, the Government are also intending to implement Extended Producer Responsibility (EPR) for all producers of packaging. EPR means that all packaging producers will need to pay for the costs of dealing with their packaging at the end of its life (e.g. when it is recycled or thrown away). In future (and this is intended to be implemented from 2024), packaging producers will be responsible for the net costs of collecting, handling, recycling, treating and disposing of packaging waste, by providing monies to local government equivalent to that cost. This, together with the DRS scheme, will also provide an incentive to product and packaging producers to consider how their products can be designed better for their resource recovery, for example by making them easier to recycle. Packaging that is hard to recycle will cost more for disposal which will ultimately cost the producer of that packaging. This approach helps the role of the Councils and should assist in improving resource recovery and recycling over the medium and long term.

The appraisal of different collection systems (see supporting Options Appraisal document) demonstrated a preference for maximising recycling through the establishment of a food waste collection. This would be alongside maintaining similar recycling collection systems as at present but increasing participation and use of the recycling service by restricting the residual waste. The preferred method of restricting residual waste was by providing smaller wheeled bins whilst still allowing for plenty of space in the recycling containers. The addition of a weekly food waste collection should also reduce the need for the current levels of residual waste capacity. The Options Appraisal also demonstrated the benefit of providing collection services for other materials like batteries and textiles from households. As part of the modelling for this Strategy we have considered EPR and DRS in addition to different recycling collection systems across the County and make the following pledges:

Strategy Pledge no. 8:

The Partnership shall ensure that the full range of recyclables (as specified by Government and subject to funding) are collected from residents (and businesses where applicable) across Leicestershire by 2025, or as soon as possible when contracts and circumstances allow.

Strategy Pledge no. 9:

The Partnership shall continue to explore the viability of adding extra materials to recycling collections (e.g. for batteries, small electric goods or clothing) striving to continually improve Leicestershire's recycling performance.

Strategy Pledge no. 10:

The Partnership will put in place collection systems to contribute towards the achievement of the national 65% recycling target by 2035, this may include restricting residual waste capacity to encourage greater materials separation, carbon savings and resource recovery. Improvements in materials recovery at Household Waste Recycling Centres will also contribute towards the national target.

Strategy Pledge no. 11:

The Partnership will continue to allocate a communications budget sufficient to help promote good recycling behaviour and support resource recovery to progress the circular economy and low carbon objectives of this Strategy.

Avoiding landfill as much as possible

During 2020/21, Leicestershire landfilled more waste than the national average. This is explained in section 1 of this Strategy and is a situation that the County Council aims to address. An example of this is a recently procured residual waste treatment contract that should enable Leicestershire to exceed national targets for landfill, i.e. no more than 10% of municipal waste should be sent to landfill by 2035.

The County Council, over the period of this Strategy (to 2050), are likely to procure further contracts for residual waste treatment capacity. The technologies and options available for waste treatment may change over time, but they will be assessed in accordance with the vision and objectives of this Strategy, to ensure that they are consistent with the direction expressed in this document, and local and national objectives.

Leicestershire County Council makes the following pledge:

Strategy Pledge no. 12:

The County Council will reduce waste sent to landfill to less than 5% by 2025, well in advance of the 10% national target by 2035. The County Council will undertake future procurement processes for residual waste treatment (alternatives to landfill) in line with the vision and objectives of this Strategy.

Contributing to net zero carbon in Leicestershire

The measures throughout this Strategy will make significant reductions to carbon emissions from the municipal waste management service. Modelling undertaken for the Options Appraisal and Strategic Environmental Assessment process indicates that by implementing all of the measures within this Strategy, carbon savings of the range of 5,000 - 10,000 tonnes of CO₂ equivalent would be delivered each year, compared against the current situation. This is the equivalent (in carbon emissions terms) of taking approximately 1,800 - 3,600 cars off the road.

4. Where will the strategy take us?

Projecting ahead to 2050

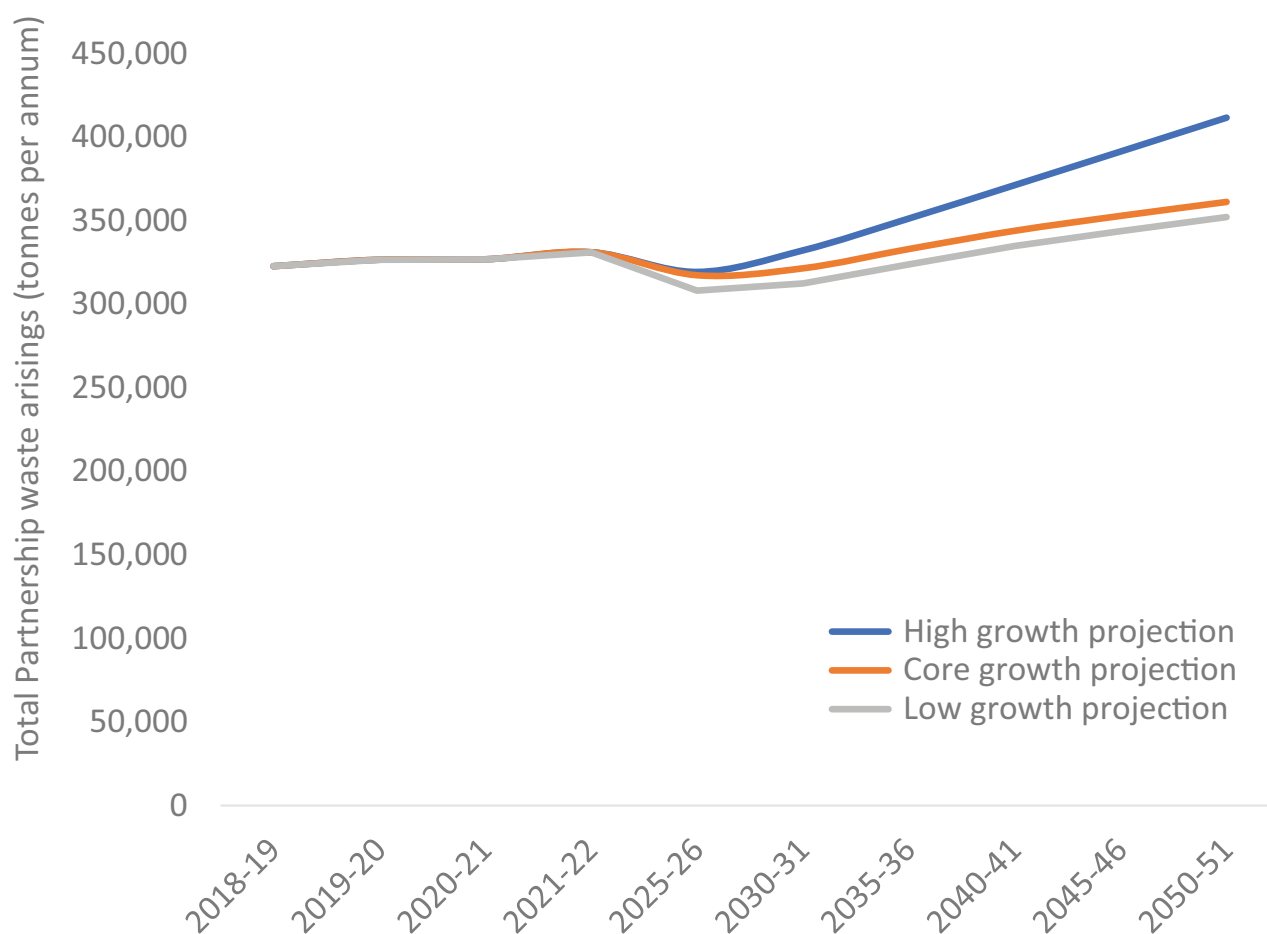
Although it is impossible to predict the future for resource and waste management, we can be sure that 2050 will be very different from today; consider how we manage waste in our households now, compared with 20 years ago. The need to reduce carbon emissions to achieve net zero will require many changes to our current lifestyles and to our environmental impacts. This lifestyle change is part of the global movement towards a circular economy model, essential to reduce our demands on limited resources and to dramatically decrease our carbon impacts. These influences will affect the future amount and type of resources and waste in Leicestershire.

Already, Leicestershire has seen major changes in its resources and waste. Recently, increasing digitisation means residents and communities produce less paper. By contrast, more on-line shopping has increased quantities of household cardboard; this was exacerbated by the lifestyle changes resulting from the Covid-19 pandemic. Also, over the last 20 years, although each person is now producing less waste because of lighter weight packaging, the waste they do produce includes far more plastic. Because plastic is usually oil based (fossil carbon), this conflicts with the aims of a low carbon future, unless we can recycle that material multiple times.

Dealing with these uncertainties and changes to resource and waste arisings needs a responsive and flexible LRWS, which tackles new challenges with a broad range of solutions. We have set out a range of pledges and measures to support national changes and set a direction for long term resource recovery for the benefit of residents and communities of Leicestershire. We recognise however that there will be many substantial changes impacting on materials and wastes over the next five years, as the national Strategy takes effect. There is likely to be a need to review or update this Strategy before the end of the 2020's.

Consideration of future waste growth rates is shown in Figure 6, with High, Low and Core projections. These projections are informed by housing forecasts and future policy and legislation that may impact on waste arisings, discussed in section 2¹³. This includes local and national changes driven by packaging producers affected by the Extended Producer Responsibility (EPR) measures, austerity impacts, consistency of collections, single use plastics ban and other resource management drivers.

Figure 6: Waste growth projections for wastes collected by Local Authorities, 2019 - 2050.

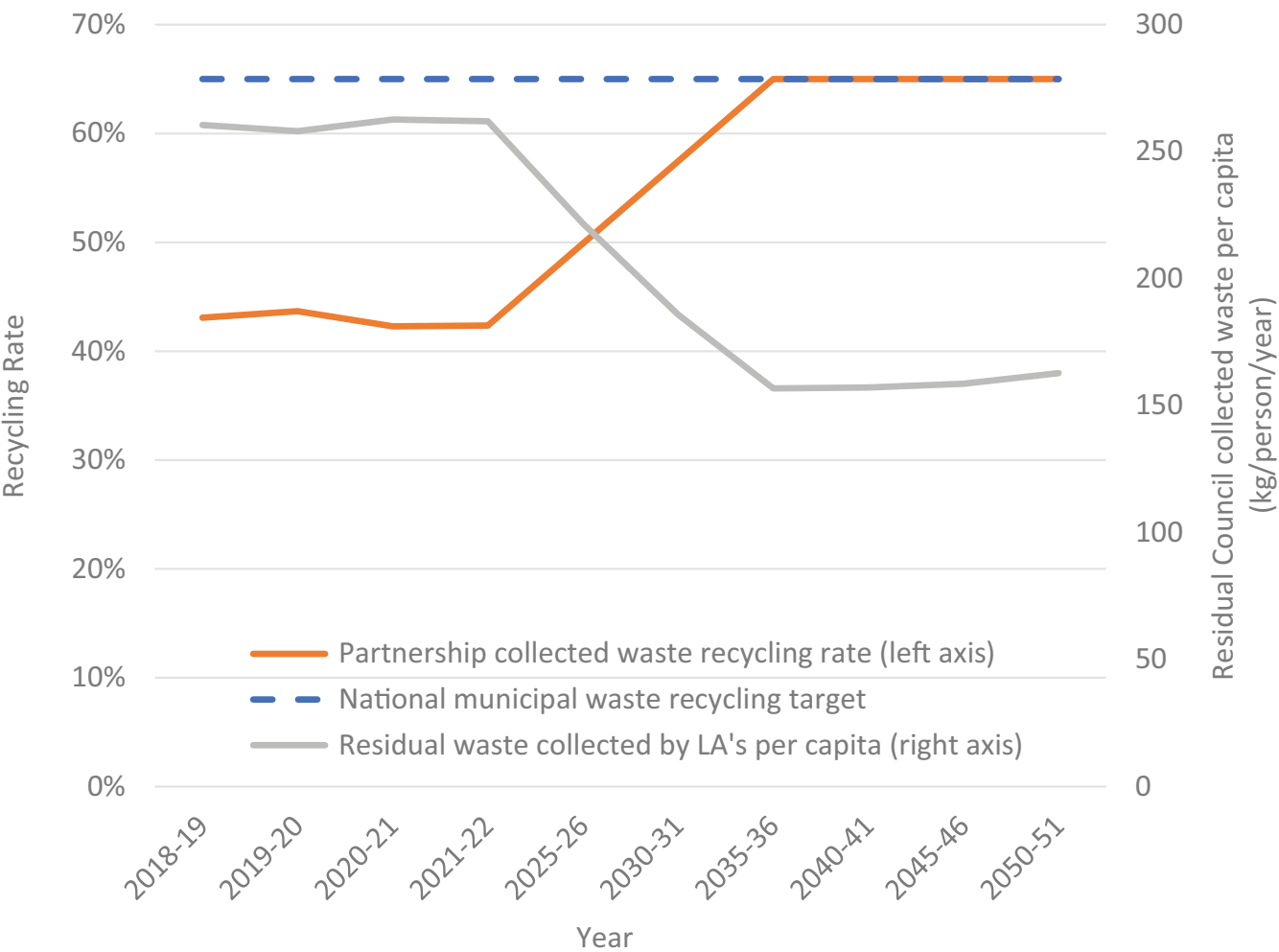


¹³ The variations across the projections is the extent to which different policy interventions are implemented.

The increase in waste shown around 2020 and 2021 is the extra arisings generated by the Covid-19 pandemic (and associated behavioural changes such as home working, use of Personal Protective Equipment and internet shopping), this is assumed to revert back to 2019 levels in the following years, albeit influenced by rising numbers of households and other factors. The subsequent dip in waste arisings is the estimated result of the implementation of a national Deposit Return Scheme (DRS) and Extended Producer Responsibility (EPR) in the period 2023 - 2025 (this is described in section 3).

Figure 7 shows delivery in Leicestershire of the national target for 65% of municipal waste to be recycled and prepared for reuse by 2035.

Figure 7: Recycling rate & residual waste per person projections for wastes collected by Local Authorities, 2019 - 2050.



The modelling which informs this Strategy shows that c.62% recycling can be achieved through combinations of the options described in section 3, such as expanding recycling and food waste collections (Pledges 5, 7, 8, 9 & 10)¹⁴. In addition to these options, recycling and reuse will be further enhanced to reach the 2035 target by:

- The LWP continuing to promote and develop systems for reuse of usable goods and packaging (Pledge 4).
- The LWP promoting ongoing education and awareness raising for its residents and communities (Pledge 11).
- The County Council aiming to increase recovery from the Household Waste Recycling Centres (Pledge 10).
- The national changes around product labelling, and extended producer responsibility (making products and packaging easier to recycle).
- Residual waste treatment procurement, which may also deliver additional recycling (Pledge 12)¹⁵.

Figure 7 also shows that the actions set out within this Strategy, supported by national policy, should also reduce the amount of Council collected residual waste (general rubbish not separated for recycling). If the national 65% recycling rate is to be met the amount of residual waste (all general mixed 'rubbish') managed by Councils will need to fall from around 260kg per person per year to around 160kg per person by 2035. Furthermore, the management of residual waste in Leicestershire is also set to change with a pledge to reduce the amount of waste landfilled from current levels (of around 30%) to less than 5% by 2025. This is substantially ahead of the new national target of 10% landfilled waste by 2035.

¹⁴ In March 2022, Defra announced that the DRS for England will exclude glass bottles. It is anticipated that the kerbside recycling rate could increase by between 1.5% and 2% above the recycling rate modelled in the Options Appraisal.

¹⁵ Subject to clarifications on how recycling performance is calculated in the future.

5. Action plan

Introduction and background

This Action Plan provides a route map for delivering the vision and objectives set out in the Leicestershire Resources and Waste Strategy (LRWS)/the 'Strategy'. It provides a clear direction of travel to ensure that resources and waste are managed efficiently.

Context

The Action Plan will guide the implementation of the Strategy and will be subject to regular monitoring and review. Changes may be made to the Action Plan in response to (for example):

- Accelerated or delayed implementation of actions
- Variance from predicted performance of actions
- Changes in Government policy, legislation or regulation
- Other changes in circumstances

The Action Plan is intended to be a living document and will be monitored and updated on an on-going basis. Significant changes that render the Action Plan inconsistent with the LRWS may necessitate revision of the Strategy or Action Plan.

The actions have been categorised in line with themes set out within the Strategy document. Each action has been allocated the responsibility of either the Leicestershire Waste Partnership (LWP) as a collective, or Partners within LWP (i.e. the districts/boroughs or county council).

The Action Plan associated with a resource and waste strategy is usually quite high level but builds on the pledges and objectives of the Strategy. There may be further more detailed actions that fall out of the actions within the plan for example: a procurement plan, district council action plans, business cases or communications plans.

Key challenges for the action plan

The Partnership is committed to delivering the objectives and policies set out in the Strategy in a way that represents good value for the Partnership and the residents of Leicestershire as a whole. This approach requires coordination of effort between seven local authorities and between the two tiers of local government that in the case of waste management, have very different roles and responsibilities.

At a national level, Government is currently consulting on a suite of potential policy changes which are intended to reform the resources and waste industry (see Resources and Waste Strategy for England 2018). The legislative basis for implementation of these reforms is included in the Environment Act (2021). Outcomes from the national consultation could require substantive changes from the LWP. Where changes are anticipated (e.g. separate food waste collections) these have been acknowledged within the Action Plan with defined actions. However, where there is more ambiguity (e.g. relating to the charging for garden waste collections), these have been excluded from the Action Plan until further clarity is provided from Government.

Action plan headings

The Action Plan has been divided into the following themes:

- Reuse/Circular Economy
- Recycling (performance and collections)
- Residual Waste Management
- Partnership Working
- Lead by Example
- Communication Actions
- Carbon

Some of these themes contain overlapping elements. Each action details what action is to be taken, how this relates to either an objective or pledge of the LRWS, by whom and when.

Table 1 provides an overview of the key actions by the Leicestershire Waste Partnership. Links to the Strategy Objectives and Pledges are also summarised.

Overview of actions

Action	Objective	Pledge
Reuse/Circular Economy		
Reuse service - Evaluate and explore further reuse options at Household Waste Recycling Centres (HWRCs)	1	3, 4
Facilitate or support the delivery of repair workshops (e.g. for Waste Electronic and Electrical Equipment (WEEE))	2	3, 4
Circular Economy principles promotion - Liaise and engage with stakeholders	1, 5	
Waste prevention/reuse focused campaign - run at least once a year across the Partnership	1	3, 4, 14
Explore development of reuse shops at suitable sites	1	4
Promote reuse - Provide opportunities for or signpost householders (including those that cannot access HWRCs)	1	4
Recycling (performance and collections)		
Food Waste - Implementation of weekly food waste collections (all districts from 2025 or as contracts allow) with consideration of alleviating concerns raised in consultation (pests, containers, previous trial etc)	6	5
Deposit Return Scheme (DRS) - Explore any collection and treatment options associated with the introduction of DRS	1, 6	
Review garden waste collection service with consideration given to Government response to national waste consultation		7
Implement dry collection systems to achieve high quality recycling with consideration given to Government response to national Resources and Waste Strategy for England consultation		8

Action	Objective	Pledge
Kerbside collections - Contribute towards the achievement of the national 65% recycling target by 2035	1	10
Kerbside recycling collections - Review materials collected within core recycling service (e.g. plastic film) and explore additional collections (absorbent hygiene products (AHP), small waste electrical and electronic equipment (WEEE), textiles, batteries, bulky waste)	1	8, 9
Food waste treatment - Procure anaerobic digestion capacity to treat the collected food waste (and promote the positives of anaerobic digestion)		5
Residual Waste Management		
Consider options for reducing kerbside residual waste including reduced average residual waste capacity and implementation of no side waste policy where not in existence (alongside educating residents on the rationale of waste prevention, recycling, etc). Closely monitor where in existence	6	
Evaluate options to enhance separation at HWRCs to maximise recycling/reuse and recovery performance	7	4
Align with national residual waste reduction targets (kg/person/yr)	1, 7	
Landfill reduction - Reduce waste sent to landfill to less than 5% by 2025		12
Review options and approach to residual waste treatment to support greater resilience and align with the long-term aim to reduce waste arisings	7	12
Review/Adoption of resource efficiency metric as per data and Government policy ¹⁶	1, 4	

¹⁶ Subject to consultation.

Action	Objective	Pledge
Partnership Working		
Quarterly meetings - To discuss and action strategic and operational resource and waste issues and engagement with existing and new parties or bodies (e.g. producer responsibility organisations)	6, 8	3
Adopt and promote the Leicestershire Resources and Waste Strategy	6	
Action Plan review (annual)	4	
Strategy review (5 yearly) or when there are significant changes in waste/environmental policy	4	
Explore efficiencies of joint procurement (e.g. containers and food waste vehicles and collections) at strategic points (dates TBC)	6	
Lead by Example		
Lobby both Government and businesses to reduce the amount of waste generated and increase reuse, recycling, composting and recovery in line with the waste hierarchy	1, 9	
Each Partner to review/audit their purchasing activities and internal waste management services regularly to promote waste prevention with a view to reducing, reusing and recycling/developing a Circular Economy		1
Update EHRIA during review of LRWS	4	
Coordinated publicity campaigns - Maintain high profile of green/sustainable activities/events and initiatives in Leicestershire (e.g. through Less Waste/signposting enquiries to relevant contacts)	5, 8, 9	
Develop district level action plans for LRWS implementation	1, 4	

Action	Objective	Pledge
Communication Actions		
Engage with businesses and local communities to increase participation in waste prevention, reuse and recycling initiatives to reduce climate change impacts and improve other beneficial outcomes	5, 8, 9	3
Work together to reduce fly-tipping and litter by educating residents and businesses about their duty of care to dispose of waste responsibly		2
Consider opportunities to improve communications to residents regarding operation and safe use of HWRCs		10
Continue allocation of communications budget		11
Communication Plan - Develop for LRWS implementation for LWP (working in partnership with local communities and businesses, promoting lead by example etc)	8, 9	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
Carbon		
Explore the use of alternatives to fossil fuels for the waste collection services (and promote leading by example)	3	6
Monitor LWP waste management services carbon emissions in order to reduce environmental impacts	3	
Contribute to the County wide Net Zero targets and engagement with all partners to support this aspiration	3	11

Monitoring

Monitoring the progress and performance of each action will be crucial to the success of the Strategy. The Partnership will continue to work together and will meet regularly to monitor progress. It will also provide an update on joint working as part of regular reporting against the Strategy Action Plan. This should form a regular agenda item for LWP meetings.

Where the Action Plan monitoring identifies that insufficient progress is being made in a particular area, then additional actions/corrective measures may be introduced to rectify any shortfall.

If you require this information in a printed or alternative format please telephone 0116 305 7005.

જો આપ આ માહિતી આપની ભાષામાં સમજવામાં થોડી મદદ
ઈચ્છતાં હો તો 0116 305 7005 નંબર પર ફોન કરશો અને
અમે આપને મદદ કરવા અવસ્થા કરીશું.

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਜਾਣਕਾਰੀ ਨੂੰ ਸਮਝਣ ਵਿਚ ਕੁਝ ਮਦਦ ਚਾਹੀਦੀ
ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ 0116 305 7005 ਨੰਬਰ ਤੇ ਫੋਨ ਕਰੋ ਅਤੇ
ਅਸੀਂ ਤੁਹਾਡੀ ਮਦਦ ਲਈ ਕਿਸੇ ਦਾ ਪ੍ਰਬੰਧ ਕਰ ਦਵਾਂਗੇ।

এই তথ্য নিজের ভাষায় বুঝার জন্য আপনার যদি কোন
সাহায্যের প্রয়োজন হয়, তবে 0116 305 7005 এই নম্বরে
ফোন করলে আমরা উপযুক্ত ব্যক্তির ব্যবস্থা করবো।

اگر آپ کو یہ معلومات سمجھنے میں کچھ مدد درکار ہے تو براہ مہربانی اس نمبر پر کال کریں
0116 305 7005 اور ہم آپ کی مدد کے لئے کسی کا انتظام کر دیں گے۔

假如閣下需要幫助，用你的語言去明白這些資訊，
請致電 0116 305 7005，我們會安排有關人員為你
提供幫助。

Jeżeli potrzebujesz pomocy w zrozumieniu tej informacji
w Twoim języku, zadzwoń pod numer 0116 305 7005,
a my Ci pomożemy.

This Resources and Waste Strategy has been developed with Leicestershire Waste Partnership by Frith Resource Management Ltd. Frith Resource Management Ltd are experts in Waste Strategy and have also delivered the key supporting documents which accompany this Strategy (Baseline Review, full Strategic Environmental Assessment, Options Appraisal) including support during the statutory and public consultation phases.

Leicestershire Resources and Waste Strategy 2022 - 2050: Action Plan Timeline

LRWS Commitments			Responsibility			Year																														
Objective	Pledge	Action	WCA	WDA (LCC)	LWP	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050		
Reuse/Circular Economy																																				
1	3, 4	Reuse service - Evaluate and explore reuse options at Household Waste Recycling Centres (HWRCs)		X																																
2	3, 4	Facilitate or support the delivery of repair workshops (e.g. for Waste Electronic and Electrical Equipment (WEEE))		X																																
1, 5		Circular Economy principles promotion - Liaise and engage with stakeholders			X																															
1	3, 4, 11	Waste prevention/reuse focused campaign - Run at least once a year across the Partnership			X																															
1	4	Explore development of reuse shops at suitable sites			X																															
1	4	Promote reuse - Provide opportunities for or signpost householders (including those that cannot access HWRCs)	X		X																															
Recycling (performance and collections)																																				
6	5	Food Waste - Implementation of weekly food waste collections (all districts from 2025 or as contracts allow) with consideration of alleviating concerns raised in consultation (pests, containers, previous trial etc)	X		X																															
1,6		Deposit Return Scheme (DRS) - Explore any collection and treatment options associated with the introduction of DRS	X	X	X																															
	7	Review garden waste collection service with consideration given to Government response to national waste consultation			X																															
	8	Implement dry collection systems to achieve high quality recycling with consideration given to Government response to national Resources and Waste Stratagy for England consultation	X																																	
1	10	Kerbside collections - Contribute towards the achievement of the national 65% recycling target by 2035			X																															
1	8, 9	Kerbside recycling collections - Review materials collected (e.g. plastic film) and explore additional collections (absorbent hygiene products (AHP), small WEEE, textiles, batteries, bulky waste)	X																																	
	5	Food waste treatment - Procure anaerobic digestion capacity to treat the collected food waste (and promote the positives of anaerobic digestion)		X																																
Residual Waste Management																																				
6		Consider options for reducing kerbside residual waste including reduced average weekly residual waste capacity and implementation of side waste policy where not in existence (alongside educating residents on the rationale of recycling, waste prevention etc). Closely monitor where in existence	X																																	
7	4	Evaluate options to enhancing separation at HWRCs to maximise recycling/reuse and recovery performance		X																																
1, 7		Align with national residual waste reduction targets (kg/person/yr)			X																															
	12	Landfill reduction - Reduce waste sent to landfill to less than 5% by 2025		X																																
7	12	Review options and approach to residual waste treatment to support greater resilience and align with the long-term aim to reduce waste arisings		X																																
1, 4		Review/adoption of resource efficiency metric as per data and Government policy			X																															

LRWS Commitments			Responsibility			Year																												
Objective	Pledge	Action	WCA	WDA (LCC)	LWP	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
Partnership Working																																		
6, 8	3	Quarterly meetings - To discuss and action strategic and operational resource and waste issues and engagement with existing and new parties or bodies (e.g. producer responsibility organisations)			X																													
6		Adopt and promote the Leicestershire Resources and Waste Strategy			X																													
4		Action Plan review (annual)			X																													
4		Strategy review (5 yearly) or when there are significant changes in waste/environmental policy			X																													
6		Explore efficiencies of joint procurement (e.g. containers and food waste vehicles and collections) at strategic points (dates TBC)			X																													
Lead by Example																																		
1, 9		Lobby both Government and businesses to reduce the amount of waste generated and increase reuse, recycling, composting and recovery in line with the waste hierarchy	X	X	X																													
	1	Each Partner to review/audit their purchasing activities and internal waste management services regularly to promote waste prevention and with a view to reducing, reusing and recycling/developing a Circular Economy	X	X																														
4		Update EHRIA during review of LRWS			X																													
5, 8, 9		Coordinated publicity campaigns - Maintain high profile of green/sustainable activities/ events and initiatives in Leicestershire (e.g. through Less Waste/signposting enquiries to relevant contacts)			X																													
1, 4		Develop district level action plans for LRWS implementation	X																															
Communication Actions																																		
5, 8, 9	3	Engage with businesses and local communities to increase participation in waste prevention, reuse and recycling initiatives to reduce climate change impacts and improve other beneficial outcomes	X	X	X																													
	2	Work together to reduce fly-tipping and litter by educating residents and businesses about their duty of care to dispose of waste responsibly	X	X	X																													
	10	Consider opportunities to improve communications to residents regarding operation and safe use of HWRCs		X																														
	11	Continue allocation of communications budget			X																													
8, 9	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	Communication Plan - Develop for LRWS implementation for LWP (working in partnership with local communities and businesses, promoting lead by example etc)			X																													
Carbon																																		
3	6	Explore the use of alternatives to fossil fuels for the waste collection services (and promote leading by example)	X	X	X																													
3		Monitor LWP waste management services carbon emissions in order to reduce environmental impacts			X																													
3	11	Contribute to the County wide Net Zero targets and engagement with all partners to support this aspiration		X	X																													

Equality & Human Rights Impact Assessment (EHRIA)

This Equality and Human Rights Impact Assessment (EHRIA) will enable you to assess the **new, proposed or significantly changed** policy/ practice/ procedure/ function/ service** for equality and human rights implications.

Undertaking this assessment will help you to identify whether or not this policy/ practice/ procedure/ function/ service** may have an adverse impact on a particular community or group of people. It will ultimately ensure that as an Authority we do not discriminate and we are able to promote equality, diversity and human rights.

Before completing this form please refer to the EHRIA [guidance](#), for further information about undertaking and completing the assessment. For further advice and guidance, please contact your [Departmental Equalities Group](#) or equality@leics.gov.uk

***Please note: The term 'policy' will be used throughout this assessment as shorthand for policy, practice, procedure, function or service.*

Key Details	
Name of policy being assessed:	Leicestershire Resources and Waste Strategy
Department and section:	Environment & Transport, Environment and Waste Commissioning
Name of lead officer/ job title and others completing this assessment:	Anna Low, Team Manager Kerry Skeer, Senior Strategic Waste Officer Frith Resource Management consultants
Contact telephone numbers:	0116 305 8127 0116 305 7234
Name of officer/s responsible for implementing this policy:	Anna Low, Kerry Skeer
Date EHRIA assessment started:	September 2021

Date EHRIA assessment completed:	November 2022
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Section 1: Defining the policy

Section 1: Defining the policy

You should begin this assessment by defining and outlining the scope of this policy. You should consider the impact or likely impact of the policy in relation to all areas of equality, diversity and human rights, as outlined in Leicestershire County Council's Equality Strategy.

1	<p>What is new or changed in this policy? <i>What has changed and why?</i></p> <p>This EHRIA refers to the Leicestershire Resources and Waste Strategy (LRWS). This was previously known as the Leicestershire Municipal Waste Management Strategy (LMWMS). The first LMWMS was adopted by the Leicestershire Waste Partnership (LWP) authorities in 2002. The LMWMS was reviewed and revised in 2006 and 2011. An Equality Impact Assessment was conducted in 2006 and again in 2012 on the revised LMWMSs.</p> <p>An updated LWMWS has been developed (2021/2022) following a scheduled review in line with Defra guidance which recommends that a municipal waste management strategy “<i>should be completely reviewed at least every five years to ensure it remains current</i>”. The requirement for a Joint Municipal Waste Management Strategy falls under the Waste Emissions Trading Act (2003) section 32 (1) to (7).</p> <p>The previous and revised LMWMS sets out the core strategy for how the LWP intends to manage municipal waste including statutory responsibilities for waste management for the partnership and provides a policy framework for sustainable and co-ordinated waste management. The revised strategy covers the period up to 2050.</p> <p>The EHRIA informs the LRWS to ensure the Strategy is fit for purpose, including all subsequent plans and policies that sit below the LRWS in order to implement its aims and objectives.</p> <p>The revised LRWS, as for the previous versions, is not a planning document and does not relate to sites or where infrastructure is developed. This is reflected in the EHRIA scope.</p>
2	<p>Does this relate to any other policy within your department, the Council or with other partner organisations? <i>If yes, please reference the relevant policy or EHRIA. If unknown, further investigation may be required.</i></p> <p>Leicestershire County Council and the seven district and borough councils of Leicestershire work together as the Leicestershire Waste Partnership (LWP). All eight partner authorities in LWP have adopted the previous LMWMS and will refer to the new and updated LRWS in the design of their services.</p>

	<p>The LRWS supports the Leicestershire County Council's Strategic Plan 2022-26 Working together for the benefit of everyone. It also supports, influences or is influenced by a range of other policies and plans applying to the LWP partners, covering a wide remit:</p> <p>Climate Change:</p> <ul style="list-style-type: none"> Leicestershire Environment Strategy (2018-2030) District level carbon reduction commitments (specific to each district) <p>Waste and Recycling:</p> <ul style="list-style-type: none"> Waste Disposal Authority Plan (2018-2030) Leicester and Leicestershire Waste Development Framework (up to 2021) Leicestershire Minerals & Waste Local Plan (up to 2031) <p>Air Quality:</p> <ul style="list-style-type: none"> Air Quality Management Areas District level Air Quality Strategies <p>Biodiversity:</p> <ul style="list-style-type: none"> Biodiversity Action Plan for Leicester, Leicestershire and Rutland District Biodiversity and Habitat Plans <p>Population / Communities:</p> <ul style="list-style-type: none"> Strategic Growth Plan for Leicester & Leicestershire (up to 2050) Communities Strategy (2017 – 2021) <p>Economics:</p> <ul style="list-style-type: none"> Leicestershire County Councils Strategic Plan (2022-2026) 										
3	<p>Who are the people/ groups (target groups) affected and what is the intended change or outcome for them?</p> <p>The target people/groups are all residents within the Leicestershire Waste Partnership area.</p> <p>The intended outcome for the target population is continued effective and sustainable waste management service delivery. Delivery of waste and recycling services to Leicestershire's residents includes kerbside collections, provision of Household Waste Recycling Centres (HWRCs), and initiatives designed around the principle of the waste hierarchy, which, in order of preference, aim to prevent waste, reuse materials, recycle and compost, treat waste and dispose of residual waste.</p> <p>The Vision of the strategy applies to all residents as follows:</p> <p><i>To work towards a circular economy and contribute to achieving net zero carbon by 2050 in Leicestershire. This means fully embracing the waste hierarchy by preventing waste and keeping resources in circulation for as long as possible, through reuse, repair and recycling, to realise their maximum value whilst minimising environmental impacts.</i></p>										
4	<p>Will this policy meet the Equality Act 2010 requirements to have due regard to the need to meet any of the following aspects? (Please tick and explain how)</p> <table border="1"> <thead> <tr> <th></th><th>Yes</th><th>No</th><th>How?</th></tr> </thead> <tbody> <tr> <td>Eliminate unlawful discrimination, harassment and victimisation</td><td>✓</td><td></td><td>The LRWS has a vision, objectives and pledges which are broad and <i>aspirational</i> in nature. It is relevant to all of Leicestershire's residents equally within</td></tr> </tbody> </table>				Yes	No	How?	Eliminate unlawful discrimination, harassment and victimisation	✓		The LRWS has a vision, objectives and pledges which are broad and <i>aspirational</i> in nature. It is relevant to all of Leicestershire's residents equally within
	Yes	No	How?								
Eliminate unlawful discrimination, harassment and victimisation	✓		The LRWS has a vision, objectives and pledges which are broad and <i>aspirational</i> in nature. It is relevant to all of Leicestershire's residents equally within								

				the LWP jurisdictions. It does not seek to introduce specific changes to services that would have a unique impact on the protected characteristics as defined in the Equalities Act 2010.
	Advance equality of opportunity between different groups	✓		<p>Equalities advancement is mainstreamed within the LWP and therefore within the implementation of the LRWS. Examples include:</p> <ul style="list-style-type: none"> -Translated communication materials and accessibility to ensure no single group is favoured. -Engagement of Equalities Officers to ensure appropriate service delivery. -Equalities Impact Assessments are conducted at the district level before major service changes are implemented.
	Foster good relations between different groups	✓		All services and events delivered under the LRWS will be open to all different groups and as currently applies; all events and activities undertaken under the LRWS implementation will encourage a wide breadth of engagement from the community groups.

Section 2: Equality and Human Rights Impact Assessment (EHRIA) Screening

Section 2: Equality and Human Rights Impact Assessment Screening

The purpose of this section of the assessment is to help you decide if a full EHRIA is required. **[Completed pre-consultation of the LRWS strategy]**

If you have already identified that a full EHRIA is needed for this policy/ practice/ procedure/ function/ service, either via service planning processes or other means, then please go straight to [Section 3](#) on Page 7 of this document.

Section 2

A: Research and Consultation

5.	Have the target groups been consulted about the following?	Yes	No*
	a) their current needs and aspirations and what is important to them;		✓
	b) any potential impact of this change on them (positive and negative, intended and unintended);		✓
	c) potential barriers they may face		✓

6.	If the target groups have not been consulted directly, have representatives been consulted or research explored (e.g. Equality Mapping)?		✓
7.	Have other stakeholder groups/ secondary groups (e.g. carers of service users) been explored in terms of potential unintended impacts?		✓
8.	<p>*If you answered 'no' to the question above, please use the space below to outline what consultation you are planning to undertake, or why you do not consider it to be necessary.</p> <p>LR&WS Consultation</p> <p>The LRWS is an over-arching strategy, as such when specific parts of it are implemented at the district or county level, service change consultations are generally undertaken, leading to a substantial amount of evidence from engagement around current waste practices that is actively utilised to enhance implementation. Examples of this include:</p> <ul style="list-style-type: none"> -Consultation and research on barriers to using waste services, which has led to understanding communication issues on waste and using multi-language waste hangers; -Feedback on a new pilot scheme including the impact of disabilities on the service using a recycling trolley; -Engagement with minority groups for Equalities Impact Assessments; and -Full public consultation for the 2006 strategy which obtained views and opinions on the appropriateness of waste services from residents. <p>Before the LRWS is finalised, a public consultation will be held between 31st January and the 25th April 2022 on the LRWS to offer residents the opportunity to identify any barriers or needs which are not currently identified or anticipated. The consultation will be as accessible as possible to all, noting at the time the country was managing the impacts of the COVID-19 pandemic.</p> <p>It is suggested that Mental Health, Age and Dementia charities are included in the consultation of the LRWS so their feedback in respect to any barriers they feel they may have to engaging with the waste services can inform the final LRWS.</p>		

Section 2

B: Monitoring Impact

9.	Are there systems set up to:	Yes	No
	a) monitor impact (positive and negative, intended and unintended) for different groups;	✓	
	b) enable open feedback and suggestions from different communities	✓	

Note: If no to Question 8, you will need to ensure that monitoring systems are established to check for impact on the protected characteristics.

Section 2

C: Potential Impact

10.

Use the table below to specify if any individuals or community groups who identify with any of the '[protected characteristics](#)' may potentially be affected by this policy and describe any positive and negative impacts, including any barriers.

	Yes	No	Comments
Age	✓		Implementing the LRWS pledges requires households to present bins for collection and sort recyclables. Incidences of disability increase with age and older residents with increased frailty or reduced mental capacity, for example, as a result of dementia, may find bin presentation or sorting of recyclables more difficult. HWRCs do not allow unsupervised access to children under 16 meaning children are prevented from entering the sites alone.
Disability	✓		As above, both physical and mental health conditions including neurological conditions and dementia may prevent people from presenting waste, sorting recyclables in the household for kerbside collection or taking waste to a HWRC.
Gender Reassignment		✓	No barriers are identified.
Marriage and Civil Partnership		✓	No barriers are identified.
Pregnancy and Maternity	✓		The physical requirements of waste presentation may become a barrier for women particularly in third trimester pregnancy, this would include wheeled bins, boxes or other containers. Also at HWRCs, the current temporary policy is that no physical assistance can be provided at the sites. A resident should not set off on the understanding or intent that they can request assistance. A resident that feels a reasonable adjustment to this policy should apply, can contact customer

				services in advance so it can be considered.
	Race	✓		There are no barriers associated with race, but the language diversity associated with racial diversity may be a barrier to communications on waste issues and waste services.
	Religion or Belief		✓	No barriers are identified.
	Sex		✓	No barriers are identified.
	Sexual Orientation		✓	No barriers are identified.
	Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities	✓		<p>Rural isolation and poverty means distances from HWRC services as well as no access to a private vehicle may be a barrier to access.</p> <p>Areas with more multiple occupancy houses, or shared waste facilities, or no outdoor space may have challenges with waste segregation and physical space for multiple containers.</p> <p>People new to the country or area such as recent asylum seekers or refugees may need specific guidance on waste services if they have not used kerbside collections before, and specific communications in their own language.</p> <p>Residents experiencing deprivation may need support from Housing Officers to ensure they are aware of waste services.</p> <p>As shown by evidence collected through the 2021 LLEP Digital Poverty Call for Evidence Analysis Report (May 2021), deprivation and poverty can result in lower levels of computer access and therefore potentially less ability to find out about specific waste services unless materials are printed.</p> <p>Deprivation and poverty may also mean no car ownership</p>

				restricting those without a car to travel to and access the HWRCs. Health and safety policy dictates no pedestrians are allowed onto sites except at the Barwell and Mountsorrel sites where this permitted.
	Community Cohesion		✓	No barriers are identified.
11.	<p>Are the human rights of individuals <u>potentially</u> affected by this proposal? Could there be an impact on human rights for any of the protected characteristics? (Please tick)</p> <p>Explain why you consider that any particular <u>article in the Human Rights Act</u> may apply to your policy/ practice/ function or procedure and how the human rights of individuals are likely to be affected below: [NB. Include positive and negative impacts as well as barriers in benefiting from the above proposal]</p>			
		Yes	No	Comments
	Part 1: The Convention- Rights and Freedoms			
	Article 2: Right to life		✓	No impact
	Article 3: Right not to be tortured or treated in an inhuman or degrading way		✓	No impact
	Article 4: Right not to be subjected to slavery/ forced labour	✓		LRWS implementation requires the engagement of contractors by LWP members who offer employment terms, conditions and contracts which are not under direct control of LWP members. As a result, contractors are monitored closely, only accredited agencies used and anti-slavery clauses integrated into contracts.
	Article 5: Right to liberty and security		✓	No impact
	Article 6: Right to a fair trial		✓	No impact
	Article 7: No punishment without law		✓	No impact
	Article 8: Right to respect for private and family life		✓	No impact
	Article 9: Right to freedom of thought, conscience and religion		✓	No impact
	Article 10: Right to freedom of expression		✓	No impact

	Article 11: Right to freedom of assembly and association		✓	No impact
	Article 12: Right to marry		✓	No impact
	Article 14: Right not to be discriminated against		✓	No impact
Part 2: The First Protocol				
	Article 1: Protection of property/ peaceful enjoyment		✓	No impact
	Article 2: Right to education		✓	No impact
	Article 3: Right to free elections		✓	No impact
Section 2				
D: Decision				
12.	Is there evidence or any other reason to suggest that:		No	Unknown
	a) this policy could have a different affect or adverse impact on any section of the community;			✓
	b) any section of the community may face barriers in benefiting from the proposal			✓
13.	Based on the answers to the questions above, what is the likely impact of this policy			
	No Impact <input type="checkbox"/>	Positive Impact <input type="checkbox"/>	Neutral Impact <input type="checkbox"/>	Negative Impact or Impact Unknown <input checked="" type="checkbox"/>
Note: If the decision is 'Negative Impact' or 'Impact Not Known' an EHRIA Report is required.				
14.	Is an EHRIA report required?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	

Section 2: Completion of EHRIA Screening

Upon completion of the screening section of this assessment, you should have identified whether an EHRIA Report is required for further investigation of the impacts of this policy.

Option 1: If you identified that an EHRIA Report is required, continue to [Section 3](#) on Page 7 of this document to complete.

Option 2: If there are no equality, diversity or human rights impacts identified and an EHRIA report is not required, continue to [Section 4](#) on Page 14 of this document to complete.

Section 3: Equality and Human Rights Impact Assessment (EHRIA) Report

Section 3: Equality and Human Rights Impact Assessment Report

This part of the assessment will help you to think thoroughly about the impact of this policy and to critically examine whether it is likely to have a positive or negative impact on different groups within our diverse community. It is also to identify any barriers that may detrimentally affect under-represented communities or groups, who may be disadvantaged by the way in which we carry out our business.

Using the information gathered either within the EHRIA Screening or independently of this process, this EHRIA Report should be used to consider the impact or likely impact of the policy in relation to all areas of equality, diversity and human rights as outlined in Leicestershire County Council's Equality Strategy.

Section 3

A: Research and Consultation

When considering the target groups it is important to think about whether new data needs to be collected or whether there is any existing research that can be utilised.

15. Based on the gaps identified either in the EHRIA Screening or independently of this process, how have you now explored the following and what does this information/data tell you about each of the diverse groups?
- a) current needs and aspirations and what is important to individuals and community groups (including human rights);
 - b) likely impacts (positive and negative, intended and unintended) to individuals and community groups (including human rights);
 - c) likely barriers that individuals and community groups may face (including human rights)

How this has been explored

The LWP recognise that for the majority of the Partners, barriers in the community are associated with: Age, Disabilities (particularly physical, mental and neurological health conditions), Race (language diversity), Pregnancy, Other (rural/urban poor, deprivation, rural isolation).

The public consultation survey for the LRWS took place between 31st January and 25th April 2022. The survey included sections on "Keeping Communities Informed" and "Making Sure Everyone Is Included" to understand potential barriers. The survey was available electronically and in hard copy and in various languages if requested.

Public consultation findings:

- Age and Disabilities (physical, mental and neurological) - concern about understanding recycling requirements, getting bins / recycling containers to and from the kerbside.

	<ul style="list-style-type: none"> - Consideration of how to access HWRCs (as no pedestrian access allowed at all but two sites) or offer alternative recycling / re-use facilities where no access to car / private transport. - Consideration to space for storage for multiple waste containers, particularly where limited space is available such as areas with more multiple occupancy houses, or shared waste facilities, or no outdoor space. - Clear and simple instructions on recycling procedures. - Printed materials as well as on-line communications (deprivation, poverty and age may mean lower levels of computer access/digital discrimination). - Information in various languages to accommodate language diversity associated with racial diversity.
	<p>When the actions within the LRWS are implemented, further exploration of barriers and impacts will take place potentially as pilots, trials and feedback (see Q16).</p>
16.	<p>Is any further research, data collection or evidence required to fill any gaps in your understanding of the potential or known affects of the policy on target groups?</p>
	<p>The LRWS is high level and as such will be implemented appropriately within the partner jurisdictions. At the implementation level, further exploration of barriers and impacts will take place (for example through doing trials or pilots with varied community groups to understand the practicalities of the target activity).</p> <p>In response to the findings identified in Q15 above, engagement with specific groups would be beneficial prior to full LRWS implementation, for example:</p> <ul style="list-style-type: none"> a) Mental Health, Neurological Disorders and Dementia The impacts of mental health, neurological conditions and dementia on waste service access have not explicitly been explored, whereas the issues of physical health and disability are better known. Therefore, engagement with mental health charities or experts will be promoted prior to the implementation of actions within the LRWS. b) Age Given the UK-wide aging population, further engagement with elderly care charities will be promoted prior to the implementation of the LRWS. c) Deprivation On-going feedback, either formal or informal, would be collated from LWP officers with access to representatives of or communities from deprived areas. d) Language Diversity On-going feedback, either formal or informal, would be collated from LWP officers with access to representatives of, or communities with, high language diversity.
	<p>When considering who is affected by this proposed policy, it is important to think about consulting with and involving a range of service users, staff or other stakeholders who may be affected as part of the proposal.</p>
17.	<p>Based on the gaps identified either in the EHRIA Screening or independently of this process, <u>how</u> have you further consulted with those affected on the likely impact and <u>what</u> does this consultation tell you about each of the diverse groups?</p>
	<p>N/A – see response to Q15 and Q16.</p>
18.	<p>Is any further consultation required to fill any gaps in your understanding of the potential or known effects of the policy on target groups?</p>

	On-going consultation and feedback will take place during implementation of the LRWS actions and initiatives.
--	---

Section 3																			
B: Recognised Impact																			
19.	Based on any evidence and findings, use the table below to specify if any individuals or community groups who identify with any 'protected characteristics' are <u>likely</u> be affected by this policy. Describe any positive and negative impacts, including what barriers these individuals or groups may face.																		
	<table> <tr> <th></th><th>Comments</th></tr> <tr> <td>Age</td><td>Implementing the LRWS requires households to present bins for collection and sort their recyclables. Incidences of disability increase with age and older residents with increased frailty or reduced mental capacity, for example, as a result of dementia, may find bin presentation or sorting of recyclables more difficult. HWRCs do not allow children under 16 meaning children are prevented from entering the sites alone.</td></tr> <tr> <td>Disability</td><td>As above, both physical and mental health conditions including neurological conditions and dementia may prevent people from presenting waste, sorting recyclables or taking waste to a HWRC.</td></tr> <tr> <td>Gender Reassignment</td><td>No barriers are identified.</td></tr> <tr> <td>Marriage and Civil Partnership</td><td>No barriers are identified.</td></tr> <tr> <td>Pregnancy and Maternity</td><td>The physical requirements of waste presentation may become a barrier for women, particularly in third trimester pregnancy, this would include wheeled bins, boxes or other containers.</td></tr> <tr> <td>Race</td><td>There are no barriers associated with race per se, but the language diversity associated with racial diversity may be a barrier to communications on waste issues and waste services.</td></tr> <tr> <td>Religion or Belief</td><td>No barriers are identified.</td></tr> <tr> <td>Sex</td><td>No barriers are identified.</td></tr> </table>		Comments	Age	Implementing the LRWS requires households to present bins for collection and sort their recyclables. Incidences of disability increase with age and older residents with increased frailty or reduced mental capacity, for example, as a result of dementia, may find bin presentation or sorting of recyclables more difficult. HWRCs do not allow children under 16 meaning children are prevented from entering the sites alone.	Disability	As above, both physical and mental health conditions including neurological conditions and dementia may prevent people from presenting waste, sorting recyclables or taking waste to a HWRC.	Gender Reassignment	No barriers are identified.	Marriage and Civil Partnership	No barriers are identified.	Pregnancy and Maternity	The physical requirements of waste presentation may become a barrier for women, particularly in third trimester pregnancy, this would include wheeled bins, boxes or other containers.	Race	There are no barriers associated with race per se, but the language diversity associated with racial diversity may be a barrier to communications on waste issues and waste services.	Religion or Belief	No barriers are identified.	Sex	No barriers are identified.
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Sex	No barriers are identified.																		

	Sexual Orientation	No barriers are identified.
	Other groups e.g. rural isolation, deprivation, health inequality, carers, asylum seeker and refugee communities, looked after children, deprived or disadvantaged communities	<p>Rural isolation and poverty means distances from HWRC services may be a barrier to access.</p> <p>Areas with more multiple occupancy houses, or shared waste facilities, or no outdoor space may have challenges with waste segregation and physical space for multiple containers.</p> <p>People new to the country or area such as recent asylum seekers or refugees may need specific guidance on waste services if they have not used kerbside collections before, and specific communications in their own language.</p> <p>Residents experiencing deprivation may need support from Housing Officers to ensure they are aware of waste services.</p> <p>As shown by evidence collected through the 2021 LLEP Digital Poverty Call for Evidence Analysis Report (May 2021), deprivation and poverty can result in lower levels of computer access and therefore potentially less ability to find out about specific waste services unless materials are printed.</p> <p>Deprivation and poverty may also mean no car ownership/access restricting those without a car to travel to and access the HWRCs. Health and safety policy dictates no pedestrians are allowed onto sites apart from at the Barwell and Mountsorrel sites where this is permitted.</p>
	Community Cohesion	No barriers are identified.

20.	Based on any evidence and findings, use the table below to specify if any particular Articles in the Human Rights Act are <u>likely</u> to apply to your policy. Are the human rights of any individuals or community groups affected by this proposal? Is there an impact on human rights for any of the protected characteristics?	
		Comments

Part 1: The Convention- Rights and Freedoms	
Article 2: Right to life	No impact
Article 3: Right not to be tortured or treated in an inhuman or degrading way	No impact
Article 4: Right not to be subjected to slavery/ forced labour	LRWS implementation requires the engagement of contractors who offer employment terms, conditions and contracts which are not under direct control of LWP. As a result, contractors are monitored closely, only accredited agencies used and anti-slavery clauses integrated into contracts.
Article 5: Right to liberty and security	No impact
Article 6: Right to a fair trial	No impact
Article 7: No punishment without law	No impact
Article 8: Right to respect for private and family life	No impact
Article 9: Right to freedom of thought, conscience and religion	No impact
Article 10: Right to freedom of expression	No impact
Article 11: Right to freedom of assembly and association	No impact
Article 12: Right to marry	No impact
Article 14: Right not to be discriminated against	No impact
Part 2: The First Protocol	
Article 1: Protection of property/ peaceful enjoyment	No impact
Article 2: Right to education	No impact
Article 3: Right to free elections	No impact
Section 3	
C: Mitigating and Assessing the Impact	
Taking into account the research, data, consultation and information you have reviewed and/or carried out as part of this EHRIA, it is now essential to assess the impact of the policy.	
21.	If you consider there to be actual or potential adverse impact or discrimination, please outline this below. State whether it is justifiable or legitimate and give reasons.

No actual or potential adverse impact or discrimination is anticipated from the LRWS.	
N.B.	
<p>i) If you have identified adverse impact or discrimination that is <u>illegal</u>, you are required to take action to remedy this immediately.</p> <p>ii) If you have identified adverse impact or discrimination that is <u>justifiable or legitimate</u>, you will need to consider what actions can be taken to mitigate its effect on those groups of people.</p>	
22.	<p>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.</p> <ul style="list-style-type: none"> a) include any relevant research and consultations findings which highlight the best way in which to minimise negative impact or discrimination b) consider what barriers you can remove, whether reasonable adjustments may be necessary, and how any unmet needs that you have identified can be addressed c) if you are not addressing any negative impacts (including human rights) or potential barriers identified for a particular group, please explain why
<p>Potential barriers have been identified for the following:</p> <p>Age, Disabilities (physical, mental and neurological), Race (language diversity), Pregnancy, Other (rural/urban poor, deprivation, rural isolation).</p> <p>The mitigation measures taken to reduce or remove the barriers are discussed below, and also identify where barriers cannot be mitigated.</p> <p>Age:</p> <ul style="list-style-type: none"> a) Provide an assisted collection service for those who are unable to present waste and recycling containers. Waste and recycling operatives collect and return containers from an agreed location on the property. b) For visual and hearing impairment which can be associated with aging, see below. <p>Disabilities (physical, mental and neurological health conditions):</p> <ul style="list-style-type: none"> a) Provide an assisted collection service for those who are unable to present waste and recycling containers. Waste and recycling operatives collect and return containers from an agreed location on the property. b) All partners within the LWP provide website accessibility links which give details on interpretation and translation services. c) Residents can request information in accessible PDF, audio recording, braille, large print and easy read. d) The AbilityNet link provides advice on making a user's device easier to use if they have a disability. e) At HWRCs where a customer feels they may be unable to effectively communicate with site staff, they can contact the customer service centre so the County Council can consider whether any reasonable adjustments are appropriate. 	

- f) Accessible standard material is sent generically to managers at the HWRC.
- g) Updated materials from the Equalities representatives are distributed to HWRC managers.

Race (language diversity):

- a) Communications are available in relevant languages to explain waste services and how they can be accessed.
- b) Housing Officers collaborate with waste teams to ensure refugees and asylum seekers in the area who may not speak English are supported and are aware of waste services.

Pregnancy and maternity:

- a) Assisted collection services for those who are pregnant or who have had a recent C-section and live alone or in a household where no-one else is able to present the waste. Waste and recycling operatives collect and return containers from an agreed location on the property.

Other (rural/urban poor, deprivation, rural isolation):

- a) Collaboration with housing teams to ensure refugees new to the area and residents experiencing deprivation are aware of waste services.
- b) Doorstepping with Housing Officers, to ensure awareness of waste services in more deprived areas.
- c) Working with Housing Associations to ensure residents have access to waste services.
- d) For rural isolation or those without cars, the issue of requiring private transport for HWRC attendance cannot be overcome by the LWP however the partners offer bulky waste collections which can support management of waste that is not suitable for kerbside containers.
- e) For those without a car, Barwell and Mountsorrel HWRCs allow pedestrian access.

Training (LWP):

In order to raise awareness of issues associated with protected characteristic groups:

- a) Operational and office based staff are required to undertake mandatory diversity and equalities training. Note that the application of training to operational staff varies across the LWP, and in some cases agency staff will be delivering services. This is mitigated by ensuring the most direct customer facing roles (staff at HWRCs or Recycling Officers) will be subject to appropriate mandatory diversity and equalities training.
- b) Managers have options for more advanced training which includes specific unconscious bias training.
- c) New starters receive mandatory equalities training and updates as appropriate.

Section 3

D: Making a decision

- | | |
|------------|---|
| 23. | Summarise your findings and give an overview as to whether the policy will meet Leicestershire Waste Partnerships responsibilities in relation to equality, diversity, community cohesion and human rights. |
|------------|---|

The EHRIA demonstrates that the LRWS will meet Leicestershire Waste Partnership's responsibilities in relation to equality, diversity, community cohesion and human rights. Consideration needs to be given to further engagement during the implementation and operational phase of the LRWS strategy to ensure the LWPs responsibilities are met.

Section 3**E: Monitoring, evaluation & review of your policy**

24.	<p>Are there processes in place to review the findings of this EHRIA and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?</p> <p>Barriers and impacts will be monitored through the existing mechanisms in place which are applicable to waste services, noting that translation services are subscribed to, ensuring that feedback is captured in a variety of languages. These mechanisms include:</p> <ul style="list-style-type: none">a) Periodic feedback and surveysb) Website e.g. 'speak up services' on website and via emailc) Councillor or other face to face meetingsd) Social media monitoring including corporate social media forums
25.	<p>How will the recommendations of this assessment be built into wider planning and review processes? <i>e.g. policy reviews, annual plans and use of performance management systems</i></p> <p>The recommendations and assessment of impacts will be considered within the final draft of the LRWS. Also this EHRIA will be considered during implementation of the LRWS within the partner jurisdictions and shared with partners to inform delivery and added to team plans if appropriate.</p>

Section 3:
F: Equality and human rights improvement plan

Please list all the equality objectives, actions and targets that result from the Equality and Human Rights Impact Assessment (EHRIA) (continue on separate sheets as necessary). These now need to be included in the relevant service plan for mainstreaming and performance management purposes.

The following forms the basis for plans for the LWP that will need to be developed into Equality and Human Rights Improvement Plans at a local level with specific responsibilities and targets.

Equality Objective	Action	Target	Officer Responsible	By when
Accessible Services	Waste collection authorities (WCAs) to ensure Assisted Collections are available to all those who need them	All requests for Assisted Collections are followed up as required	WCA officers	Ongoing and throughout implementation of the LRWS
	HWRC staff to direct members of the public who feel unable to effectively communicate with site staff to the customer service centre	HWRC staff ensure all queries of this type are handled as required	Site managers/team supervisors	Ongoing and throughout implementation of the LRWS
	LCC to ensure service details of the HWRCs (including those accessible on foot) are listed on the LCC website and through their social media platforms	HWRC information published on LCC website and social media platforms	Comms team/waste operations	Ongoing and throughout implementation of the LRWS
	WCAs to ensure details of collections including bulky collections are available through district websites and printed council information	Bulky waste collection information published on district websites and printed on council information	WCA district collection managers	Ongoing and throughout implementation of the LRWS

Accessible Information	Staff to ensure interpretation and translation services (for language translations) and type talk services (for people hard of hearing) and the AbilityNet link are clearly identified on the LWP websites and within the LRWS itself	Accessible information details are identified on LWP website and in the LRWS	Comms team/waste policy team	Ongoing and throughout implementation of the LRWS
	Accessible material and equalities material is sent to managers at the HWRC	All HWRC managers receive accessible service information for dissemination to staff	Waste Operations	Ongoing and throughout implementation of the LRWS
	Consult with key bodies e.g. Housing Officers to ensure hard to reach groups are engaged	Collaborative partnerships are fostered to deliver accessible service information	WCA district officers	Ongoing and throughout implementation of the LRWS
Equality training	Operational and customer service staff, new starters and managers to receive appropriate equalities and diversity training and unconscious bias training	100% for all mandatory training	LCC Customer Services Manager / LCC Waste Team Managers / WCA Customer Service Teams and collection managers	Ongoing and throughout implementation of the LRWS

Section 4: Sign off and scrutiny

Upon completion, the Lead Officer completing this assessment is required to sign the document in the section below.

It is required that this Equality and Human Rights Impact Assessment (EHRIA) is scrutinised by your [Departmental Equalities Group](#) and signed off by the Chair of the Group.

Once scrutiny and sign off has taken place, a depersonalised version of this EHRIA should be published on Leicestershire County Council's website. Please send a copy of this form to louisa.jordan@leics.gov.uk, Members Secretariat, in the Chief Executive's department for publishing.

Section 4

A: Sign Off and Scrutiny

Confirm, as appropriate, which elements of the EHRIA have been completed and are required for sign off and scrutiny.

Equality and Human Rights Assessment Screening ☐

Equality and Human Rights Assessment Report ☐

1st Authorised Signature (EHRIA Lead Officer):Anna Low

Date:7 November 2022

2nd Authorised Signature (DEG Chair):Alex Scott (on behalf of Ann Carruthers)

Date:16 November 2022.....

3rd Authorised Signature (Senior Representative Officer on behalf of district and borough councils)Edd de Coverly

Date: 12 January 2023

CABINET - 9TH MARCH 2023

Report of the Director of Housing and Wellbeing Lead Member: Councillor James Poland

Part A

HOUSING REVENUE ACCOUNT ASSET MANAGEMENT STRATEGY 2023-2028

Purpose of Report

To consider the Housing Revenue Account (HRA) Asset Management Strategy 2023-2028.

Recommendation

1. That the Housing Revenue Account Asset Management Strategy 2023-2028 at Appendix 1 be approved.
2. That delegated authority be given to the Director of Housing and Wellbeing to make minor amendments to the Housing Revenue Account Asset Management Strategy 2023-2028 in consultation with the Lead Member for Public Housing.

Reason

1. To set out a strategy for the management of HRA assets to provide high quality homes and communal areas.
2. To enable minor amendments to be made in response to internal and external changes in context which have a bearing on the strategy.

Policy Justification and Previous Decisions

The Housing Revenue Account Asset Management Strategy 2023-2028 will support compliance with the Homes and Communities Agency Home Standard (2012), which, in summary, states the Council must:

- ensure that tenants' homes meet the standard set out in the Government's Decent Homes Guidance and continue to maintain their homes to at least this standard.
- meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes.
- ensure a prudent, planned approach to repairs and maintenance of homes and communal areas.

On the 14th of March 2014 (Minute 119) Cabinet approved the Charnwood Standard, to provide a higher standard of accommodation than the statutory Decent Homes Standard.

On the 10th of February 2022 (minute 83) Cabinet approved the updated Housing Revenue Account (HRA) Business Plan 2021-2052 and Asset Management Strategy Framework.

The Housing Revenue Account Asset Management Strategy 2023-2028 will support delivery of the following Corporate Strategy 2020-2024 themes:

Theme 1 - Caring for the environment - *We have already reduced our carbon footprint and we have pledged to become a carbon neutral organisation by 2030 to help tackle climate change.*

Theme 2 - Healthy Communities - *We are passionate about improving housing in the social... sector. We will continue to invest in our council homes... to ensure high-quality homes are available to residents.*

Implementation Timetable including Future Decisions and Scrutiny

The Strategy will be implemented when the Cabinet decision comes in to force.

Implementation of the strategy will be monitored by the Housing Management Advisory Board.

Report Implications

The following implications have been identified for this report.

Financial Implications

A stock condition survey has been completed, providing greater insight in to stock investment needs and associated costs. Cost inflation has significantly outstripped rent inflation (which has been capped through government intervention), and borrowing rates are less favourable than they were. As a consequence there is an overall negative impact on the business plan in terms of reduction in reserve balances and increased debt of around £83.2million. The advice from Savills UK is that projected borrowing is within provisional “golden-rule” limits, and there is capacity within the plan to borrow to invest in the stock. The long term financial position is subject to external factors including inflation and government rent policy. The strategy sets out a number of actions which may be taken to improve the value of the stock in part mitigation.

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	Overall Risk	Risk Management Actions Planned
The strategy, which requires a more active model of asset management,	Likely (3)	Major (4)	High (12)	Resources to be recruited to support delivery of the strategy.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
cannot be delivered due to insufficient resource leading to missed opportunities to improve the value of the stock, financial loss, non-compliance with the Decent Homes Standard, disrepair claims, and reduced tenant satisfaction.				<p>A cross directorate asset management strategy delivery group will be established.</p> <p>Progress will be monitored by the Housing Management Advisory Board.</p>

Equality and Diversity

An equality impact assessment can be found at Appendix 2.

The strategy is likely to benefit the following groups through future consideration of and focus on the following areas:

- Older people and independent living accommodation.
- Disabled people and adapted housing.
- Tenants in fuel poverty and home energy efficiency improvements.
- Tenants and prospective tenants and increasing the availability of high-quality social housing.

Crime and Disorder

This strategy will positively contribute towards the achievement of the Council's responsibilities under Section 17 of the Crime and Disorder Act (1998) to undertake reasonable action to improve community safety in the borough. The strategy has considered the condition of blocks of accommodation, including communal entrance doors which provide an enhanced level of security for tenants and their families.

Sustainability

The following principles of sustainability will be supported through the strategy:

- Avoid increase in energy intensity of Council owned buildings and maximise efficiency.
- Reduce poverty, crime, anti-social behaviour and increase community safety.
- Improve public health and wellbeing.
- Support the meeting of the housing needs of all sections of the community.

Key Decision: Yes

Background Papers: Housing Revenue Account Business Plan and Asset Management Strategy

https://www.charnwood.gov.uk/files/papers/cab_25_september_2014_item_06_hra_business_plan_2014_2044_and_housing_asset_management_strategy_2014_2019/Cab%2025%20September%202014%20Item%2006%20HRA%20Business%20Plan%202014-2044%20and%20Housing%20Asset%20Management%20Strategy%202014-2019.pdf

Exempt - Future Arrangements for the Delivery of Planned Works, Voids, and Associated Works.

Housing Revenue Account Business Plan 2021-2052 and Asset Management Strategy Framework

[Agenda for Cabinet on Thursday, 10th February, 2022, 6.00 pm - Charnwood Borough Council \(moderngov.co.uk\)](#)

Officer to contact: Peter Oliver
Director of Housing and Wellbeing
01509 634 666
Peter.oliver@charnwood.gov.uk

Part B

1. Background

- 1.1 The HRA Asset Management Strategy is a key document which sits alongside the HRA Business Plan. It sets out stock investment needs and considerations.

2. Strategy Development

- 2.1 The strategy has been produced by Savills UK. A number of distinct pieces of work have fed in to the strategy. These are summarised below.

3. Representative Sample Stock Condition Survey

- 3.1 Around 20% of the Council's stock has been surveyed. The survey was completed in the Summer of 2022 and has provided a condition based assessment of stock investment need on which financial projections can be made. Savills UK has advised the condition of the stock is within normal benchmark parameters.

4. High Level Energy Study

- 4.1 Energy performance data has been collected through the stock condition survey. Once existing planned investment is taken in to account a net additional cost of around £89m (this sum is in addition to the additional projected spending set out in the financial implications section of this document) would be required to get dwellings to a mid EPC C rating, which is a good level of energy efficiency. It is almost certain subsidy would be required to achieve this level of investment.
- 4.2 The information obtained through the study will be further analysed to inform the Council's approach to improving the energy efficiency and decarbonisation of its stock. Savills UK has advised there does not appear to be a "quick win" external wall insulation scheme, given many of the Council's properties were insulated around a decade ago.

5. Asset Performance Evaluation

- 5.1 This piece of work has provided insight in to which assets are performing well from a financial and social perspective, and which are not. The information will be used to inform the Council's approach to investment, including stock acquisitions, and disposals.
- 5.2 The strategy identifies the need for progression of the sheltered review. The review is expected to be a significant piece of work going forward, and will need to be resourced appropriately.

6. Updated HRA Business Plan

- 6.1 The stock condition survey has produced a new set of figures associated with investment needs. These are summarised in the strategy at section 3.2. The existing HRA business plan will be updated and brought forward to Cabinet. As set out in the financial implications, given there is increased financial pressure, a more active model of asset management will be needed as part mitigation.

7. Consultation

7.1 Tenant priorities identified through the STAR satisfaction survey, and feedback from the Charnwood Housing Residents Forum has been used to shape the strategy.

7.2 The Housing Management Advisory Board has received a detailed presentation from Savills UK on the strategy, and it was resolved at its meeting on 1st February 2023:

- a) That the presentation on the work undertaken by Savills on behalf of the Council to produce a Housing Revenue Account (HRA) Asset Management Strategy and discussion at this meeting be noted;
- b) That the presentation slides and the draft HRA Asset Management Strategy be circulated to members of the Board and any further comment sent to the Director Housing and Wellbeing, noting that the Strategy was programmed for submission to Cabinet on 9th March 2023.

Reasons

- a) To acknowledge the Board's consideration of the matter.
- b) To enable further consideration and comment should members of the Board so wish, including members who had been unable to attend this meeting.

Appendices

Appendix 1 - Housing Revenue Account Asset Management Strategy 2023 - 2028

Appendix 2 - Equality Impact Assessment

Charnwood Borough Council Asset Management Strategy 2023-2028

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1. Introduction

1.1. Background

The Council has invested over £52 million in its stock over the life of the 2014 Asset Management Strategy to date to deliver investment in our homes.

This strategy sets out the Council's proposed approach to updating the 2014 Asset Management Strategy, ensuring it links closely to our objectives, and highlights risk and opportunities around our HRA assets.

This document is designed as a robust, evidenced based asset management strategy to lead our investment decisions. Its foundations are our understanding of our properties and the work needed to keep them in a good condition, safe and energy efficient alongside our residents' priorities for their homes. It seeks to deliver value for money for the Council and our current and future residents. It is supported by an action plan set out at Appendix Two that we will use to direct and monitor activity.

1.2. Scope

This strategy sets out our overall approach to asset management of the HRA stock. It includes all our housing assets, including sheltered accommodation and other HRA assets including garages and shops.

This strategy will be the framework for our asset management activity, setting out the key drivers for our decisions and the actions we want to achieve over the short, medium and long term. It is a high level strategy for asset management, with implementation supported by operational plans and policies.

1.3. Purpose

The asset management strategy will contribute to delivery of our corporate and business plans. It structures our ability to deliver three core components of asset management:

- **Stock investment:** Investing to maintain the stock to a standard that meets customer and Council needs and regulatory requirements including building safety
- **Active Asset Management:** Activities to improve the performance of assets that have a poor social, economic or environmental performance, because of low demand or high costs, and either improving them, or replacing them with properties which are fit for purpose.
- **Supporting wider objectives:** Being clear where and how asset management is supporting wider objectives, such as, energy efficiency, increasing the supply of new homes and creating sustainable communities.

1.4. Context

1.4.1. National context

The current economic conditions, with high inflation and interest rates, present affordability challenges for our residents, and for our business plan. There are limits on the extent to which we can increase our income in line with inflation. So resources in our business plan will be constrained and this strategy sets out how we will meet these challenges.

There is a high focus on data and safety. The Building Safety Act 2022 introduces additional costs and management obligations for buildings over 18m, as well as impacting on lower rise buildings. Whilst the Council has no buildings over this threshold, the Act does impact on the approach to management of the wider stock. Landlord compliance activity is critical to ensuring our homes are safe. Like many providers, the Council has strengthened delivery in key areas.

Energy efficiency, and readiness for changing environmental technologies have also become more prevalent. The Climate Change Act 2008 (2050 Target Amendment) Order 2019 was adopted in June 2019, and makes a statutory obligation of the net-zero emissions target of 2050 recommended by the Committee on Climate Change. Fuel Poverty regulations require us to ensure no rented property is below EPC C by 2030 as far as reasonably practical and the Heat and Buildings Strategy 2021 requires all properties to be at EPC C by 2035 where affordable. We have set out our plans to deliver against these targets in **section 3**.

The increased focus on consumer regulation in the Social Housing Regulation Bill signals a move by the Social Housing Regulator introduces new powers on transparency and information provision with a proactive approach to enforcement which can include consumer standard inspections. The focus will be on the role of co-regulation to strengthen customer accountability, and the importance of good data to enable all social landlords to demonstrate compliance. Regulation and inspections will focus on the quality of evidence of compliance and whether reporting enables the Council members to have strategic oversight.

At the same time the government is reviewing the Decent Homes Standard and this could lead to an updated Decent Homes Standard in the near future that we need to take into account when considering our investment priorities.

1.4.2. Local context:

The period of Covid lockdowns impacted on our asset management services through delays in the delivery of capital programmes and a build-up of voids. We are in the process of catching up from this.

We are in the mobilisation stage of changing our model for the delivery of planned investment, moving away from delivery of multiple workstreams through a single managing contractor, to a model based on delivery through multiple dedicated specialist contractors.

We face continued stock loss from Right to Buy, losing an average of 40 homes a year. With ongoing high housing demand and limited land holdings this means that we need to be continually reviewing our existing asset base to identify opportunities for growth. This includes a review of our sheltered housing schemes and garage sites. We have also started to consider property disposals in cases where resources can be more effectively used to support higher quality housing. We plan to develop a proactive policy of disposals in limited circumstances going forward to support our growth ambitions.

1.5. Corporate priorities

Our Corporate Strategy (2022-24) sets out Charnwood's vision to deliver high quality living in urban and rural settings. Key themes relevant to our asset management strategy include:

Caring for the environment - We have already reduced our carbon footprint and we have pledged to become a carbon neutral organisation by 2030 to help tackle climate change.

Healthy Communities - We are passionate about improving housing in the social sector. We will continue to invest in our council homes... to ensure high-quality homes are available to residents. We will continue to work with partners to make our towns and villages safer places to live.

Your Council: Customer Service – We will continue to improve customer service, with services increasingly available at the fingertips of residents through our digital channels, while maintaining the opportunity to talk to staff in person where needed. And we commit to strongly listening, talking and engaging with residents as we work together to create a more vibrant and prosperous Charnwood.

Our Housing Strategy (2015 – 2020) is currently under review. The previous strategy committed to supporting the Council's corporate vision through making best use of existing stock. This strategy builds on this theme and sets out the steps we have taken to put ourselves in the best possible position to actively manage our properties going forward, for the benefit of current and future residents.

1.6. Asset management objectives to support our corporate priorities

Linked to our Corporate Strategy themes set out above, we propose ten key objectives for asset management which underpin this strategy

- Maintain up to date and reliable information on the stock, its environmental impact, and its condition to demonstrate a comprehensive understanding of liabilities.
- Maintain clear standards to ensure quality homes that are warm, safe, and attractive to residents, and to consult with tenants and other stakeholders on these standards.
- Ensure that our investment to meet these standards is needs based and prioritised, with priorities for investment focused on areas of greatest risk and resident priorities.
- Ensure that our plans are affordable within the HRA Business Plan and are considered against existing and potential objectives relating to the improvement of sheltered accommodation, acquisitions, new supply, decarbonisation, and future consideration of regeneration.
- Understand the financial and non-financial performance of our assets and deliver investment where it will generate appropriate return.

- Carry out options appraisals on stock that does not meet our requirements or offers other opportunities, exploring a range of alternative options to improve outcomes for tenants and the HRA Business Plan.
- Deliver value for money through clear, compliant, efficient, and well monitored programmes of work.
- We will communicate with and listen to our residents to ensure their priorities are at the heart of our decision making
- We will provide asset management services to meet current and future needs of our diverse communities.
- We will measure and report on our performance across all areas of the strategy – to colleagues, the Council, our residents and other stakeholders.

The strategy is divided into sections which set out our approach to asset management at key stages. In each section we have set out the supporting asset management objectives. Each section includes key actions that will deliver these objectives.

1.7. Planning requirements and tools

We have a range of tools to assist in the process of delivering this strategy. Central to effective asset management is the collation and use of robust and integrated management information to enable effective planning. The new strategy relies on information in the following areas which will need to be regularly updated to ensure it is fit for purpose.

- **Stock condition data**

This strategy is based on a recent survey of 20% of our stock which serves to validate our HRA business plan and our decent homes position. An ongoing programme of surveys to support the strategy objectives and ultimately move to a position of 100% survey coverage will be developed to support investment planning. We are also developing an enhanced process to capture and update data from planned and responsive programmes and an up-to-date schedule of rates providing accurate costs of replacement.

- **Data and governance to support compliance**

We have a suite of KPIs to monitor compliance across all key areas, with management plans in place for fire, asbestos, legionella, electric, and gas. We have a lift servicing schedule in place and will develop a management plan. We use CORGI Compliance Document Management System (CDMS) to gather, analyse and manage our gas and electrical compliance documents. We use cross service meetings to manage risk. Our current position statement in respect of compliance is set out **section 3**.

- **Asset Performance Evaluation**

We have a comprehensive understanding of asset performance, from both a financial and social perspective that we can use across the Council to inform investment planning, strategic asset management, housing management and neighbourhood planning. We will use the information to make more informed decisions about where and when to invest in our assets and how best to support our residents and communities to thrive. The results of this evaluation, and details of how we will use it to support decision making is set out in **section 4**.

- **Skills and expertise**

We have recruited to a stock condition surveyor post to deliver the ongoing survey programme as we develop our strategy to achieve 100% survey coverage.

Asset management is delivered through our Investment and Programme Delivery Team. This includes resources for surveying, data administration, inspections, and customer liaison.

Our approach is to ensure that as far as reasonably practicable we have the resources in house to control all key functions and to deliver the objectives of this strategy.

- **IT systems**

We are committed to ensure we have a robust asset management database/system. We will consider the use of the current and alternative IT systems, and our requirements in respect of the real time update of asset data following our survey. This is picked up in **Section 3**.

These are the core tools required so that we can understand our assets, make informed decisions about their future, and deliver the component parts of this strategy.

2. Demand and Resident Priorities

Objectives: Demand and Resident Priorities

- We will communicate with and listen to our residents to ensure their priorities are at the heart of our decision making.
- We will provide asset management services to meet current and future needs of our diverse communities.

2.1. Housing strategy

This strategy is aligned to our Housing Strategy to provide an understanding of the local housing market and ensure that our investment is aligned to meeting identified housing need to maximise its impact.

2.1.1. Housing Market

Many of the citizens of Charnwood in 2011 were owner occupiers, either outright or with a mortgage (82%). House prices in Charnwood have increased at a far greater rate when compared to England but are consistent with that witnessed across the East Midlands, and like many areas, have risen at a far faster pace than earnings making it unaffordable for many citizens.

The private rented sector made up around 10% of the housing market in 2011, lower than that of England and the East Midlands. While median rents have seen an upward growth of around 10% in recent years, lower quartile rents have remained relatively static and generally are within Local Housing Allowance rates. This means that there are alternative options for low-income households within the Borough outside of social housing.

Social housing made up just over 7% of the housing market in 2011, with the Council as the majority stockholder. This is significantly lower than the average recorded across England (18%) and the East Midlands (16%).

2.1.2. Age and Disability Profile

While the Borough has a relatively young age profile, in part due to the university, the number of people aged 65 and over is set to increase rapidly up to 2041, and with this increase, the number of our citizens living with Dementia and mobility problems is also set to rise.

This leads to a need for more specialist, accessible and adapted homes within the Borough, across all tenures. This issue is one that has been further compounded following the recent assessment of existing supply of the Council's own sheltered accommodation and it not meeting older people's needs and aspirations.

2.1.3. Housing Need

Charnwood has a growing population and as such, an increasing need for homes to meet this demand. The assessment of housing need completed in 2022 suggests that nearly 1,200 additional homes per annum are required.

2.1.4. Affordable Housing Need

The most recent assessment of affordable housing need suggests that there is a need in the Borough for over 450 affordable homes to rent per annum.

Delivery of affordable homes to rent falls far below the levels of identified need, creating a requirement for the Council to take the lead in the direct delivery of affordable homes, where it has the resources to do so, and increase its efforts in its enabling role, coordinating its Registered Provider partners towards increasing this supply.

2.1.5. Existing Affordable Housing Stock

The council owns around 5,500 affordable homes to rent, with Registered Providers owning a further 3,400.

Just over 60% of the Council's stock is general needs housing, with the remainder being age restricted or sheltered accommodation.

Nearly 50% of the Council's stock holding is flattened accommodation, predominantly made up of one-bed flats or bedsits, and almost 35% made up of three-bedroomed houses. The low number of two-bedroomed houses is noteworthy when compared to demand from the waiting list.

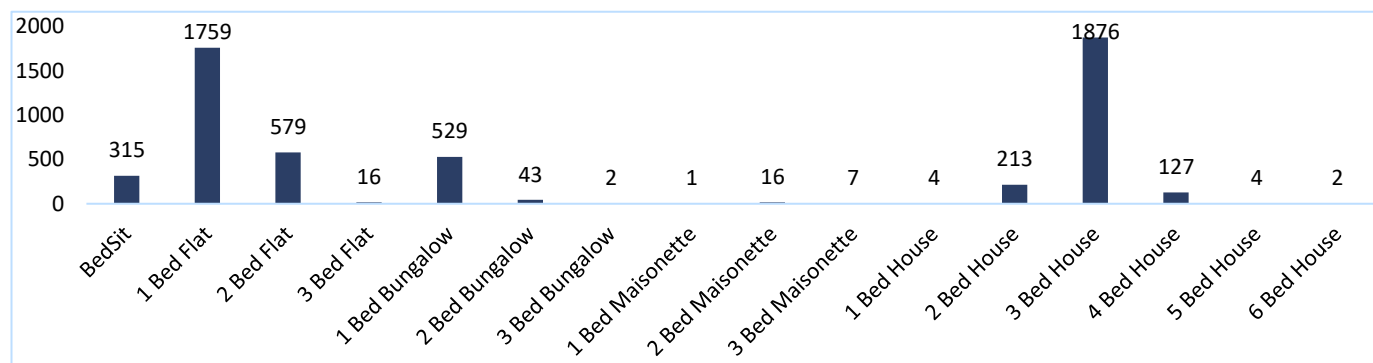


Figure 1: Current Council Housing Stock

2.1.6. Affordable Housing Demand

There were over 1,200 active households on the Housing Register at the end of 2021/22, of which over 1,000 were in a recognised housing need. Approximately only 20% of the waiting list is rehoused each year.

Demand for one-bedroom homes is significant, with nearly 50% of the waiting list, this is further supported by the recent housing needs assessment. Many of these households are aged under 60 and therefore do not qualify for age restricted or sheltered accommodation. We plan a review to understand the turnover of this stock, waiting times, and how potentially declassifying the age restricted stock could positively impact meeting the needs of this group before committing to a programme of new delivery for this type of accommodation.

The second highest area of demand is those households needing a two-bedroomed home, at nearly 32% of the waiting list. Yet existing supply of this type of accommodation is relatively low in comparison. This is also supported by the latest housing needs evidence. Given the disparities between supply and demand, a programme of new two-bedroomed houses should be considered by the Council in both its delivery and enablement role.

Anticipated future demand for our properties should inform our asset management decisions, in terms of the number, types and locations of properties required. We are commissioning an up-to-date housing needs survey to inform this understanding.

2.2. Regeneration and development

The removal of the HRA debt cap has introduced new freedoms for us to invest in growth where new net income can support additional borrowing. In 2021 we have undertaken a review of HRA business plan capacity which showed the potential for additional capacity in all years. We have recently updated this to reflect the higher inflation over the last year, the updated stock condition data, and understanding of costs to deliver net zero. While capacity is constrained due to additional cost pressures, we are committed to maintaining affordable housing supply within the constraints of the plan.

The Council has utilised one for one Right to Buy capital receipts to fund 30% of acquisition costs of properties to meet the need for affordable rented homes with the remaining 70% from the Housing Revenue Account. This has now increased to 40% in 2021. As of 31st March 2021, the Council has purchased 38 properties either for sale on the open market or offered back to the Council through the Right of First Refusal scheme, with a further 9 properties purchased in 2021/22.

In addition, the Council has taken opportunities to acquire properties via S106 Agreements resulting in 5 additional units in Shephed and 27 in Queninborough.

However, the impact of the Right to Buy legislation continues to see an annual net loss in the Council's housing stock which reduces the number of affordable properties available to those households on low income by around 40 homes per annum and impacts on the viability of the HRA Business Plan. Changes in how we can use Right to Buy receipts caps acquisitions at 20 homes per year. Whilst capacity is constrained, a disposals, acquisitions, and development strategy is needed to support this work.

Alongside considering options around our sheltered housing stock (set out below) we are also keen to explore a programme of housing regeneration to ensure our homes continue to meet modern aspirations and demand. Section 4 sets out our understanding of asset performance which will inform the direction of our future regeneration strategy.

2.3. Sheltered Housing

The Council owns 14 sheltered housing schemes providing 443 units of accommodation for older people.

In 2015/2016 the Council invested in remodelling Riverside Court sheltered scheme in Birstall providing 29 high quality flats with a first floor residents' lounge including an external balcony taking advantage of panoramic views of the river and water park. The scheme is popular with very low void rates.

Whilst sheltered bungalows are popular with tenants, several of the remaining sheltered flatted schemes are no longer suitable for modern aspirations and we are witnessing high void levels and difficulties letting these as a result. Some 66 properties have been mothballed and 75 are ready to let.

A review of the sheltered housing schemes was undertaken in 2018/2019, which considered the current standard against the Charnwood Standard and future tenant aspirations. A programme of remodelling and investment is now underway with the future of St Michaels Court currently being reviewed.

Our current business plan includes a small provision for improvements to our sheltered housing each year. Section 4 sets out the current performance of the housing and demonstrates that more significant renewal is required to ensure our homes meet modern aspirations and remain viable long term.

This review will include consideration of current and future demand for rented sheltered housing, as well as demand for sheltered housing of other tenure types including for outright or shared ownership. We will explore the extent to which we can develop an approach to sheltered housing which delivers some level of cross subsidy through consideration of options to introduce market housing, in order to support the renewal of rented homes where these are still needed to meet demand.

2.4. Adaptations and other specialist housing

We have nearly 70 homes designed specifically for people with mobility difficulties. The Council is committed to adapting other properties to meet the changing needs of our tenants and have an annual budget of just over £500K. We will consider the benefits of developing an adapted housing register to ensure best use is made of adaptations at relet

2.5. Resident priorities

Tenant involvement in delivery of our housing services is important to the Council. It provides a valuable insight and direction in how the Council invests in the accommodation to meet the aspirations of both current and future tenants.

2.5.1. Resident engagement

The Council has an active Charnwood Housing Residents Forum.

As part of regular engagement through this programme tenants have indicated that they wish to see:

- more properties let
- Consider resourcing planned works
- Individual tenants need more 1-2-1 social support
- Improve sheltered access
- Upgrade shopping areas, estate areas, and paths
- Improve roofs, facias and gutters
- Need to invest in garage space to build. Knock down garages if viable.

The Council also has a Housing Management Advisory Board (HMAB) made up of tenants and leaseholders. This Board is designed to enable residents to influence policy and has a direct line to cabinet.

2.5.2. Tenant's STAR survey

As part of the ongoing commitment to seek the views of tenants, we regularly carry out STAR surveys of resident satisfaction. The most recent report in November 2021 has identified that the key driver of overall satisfaction is the quality of home, followed closely by how well the Council listens to residents' views and acts on them. This demonstrates that working with our residents to improve asset management is critical to improving resident satisfaction.

When asked what future improvements residents would like to see the Council prioritise, the top priority was building or acquiring more homes (46%), closely followed by investing in sheltered housing (43%), and replacing key components (kitchens, bathrooms, heating systems) more frequently (42%).

Section 4 sets out how we will use active asset management to release resources for new homes. This section also sets out the current performance of our sheltered housing to inform our improvement plans set out above. Section 3 sets out proposals to work with residents to review our investment standard, including the approach to replacement of key components.

2.6. Other stakeholders

We recognise the value of working with partners to help us to deliver the actions in this strategy. This includes engaging with Homes England around our sheltered housing strategy and grant availability. We will liaise with registered provider partners in the development of our growth strategy. We work with partner contractors for the delivery of some elements of our capital programme including kitchens, bathrooms and structural work as well as adaptations. We will also work with contractors in the development of our strategy for energy improvements.

Actions: Demand and Resident Priorities

- We will review the use and classification of our age restricted stock.
- We will develop a separate, linked, disposals, acquisitions, and development strategy.
- We will develop costed plans for improvement to our sheltered housing stock and carry out an options appraisal to consider how these can be delivered.
- We will consider development of an adapted housing register.

3. Our Homes

Objectives: Our Homes

- Maintain up to date and reliable information on the stock, its environmental impact, and its condition to demonstrate a comprehensive understanding of liabilities.
- Maintain clear standards to ensure quality homes that are warm, safe, and attractive to residents, and to consult with tenants and other stakeholders on these standards.

3.1. Stock profile

As set out in Section 2 the Council owns some 5,500 affordable homes of which just over 60% is general needs with the balance either age restricted or sheltered. Nearly 50% of the stock is flatted.

The majority of homes were built over 50 years ago.

The mix of property types affects the management and investment requirements of our stock. It also affects how well it aligns with local need and demand as set out in section 2.

The location of our stock across the borough is illustrated below, with over 50% of the stock in Loughborough.

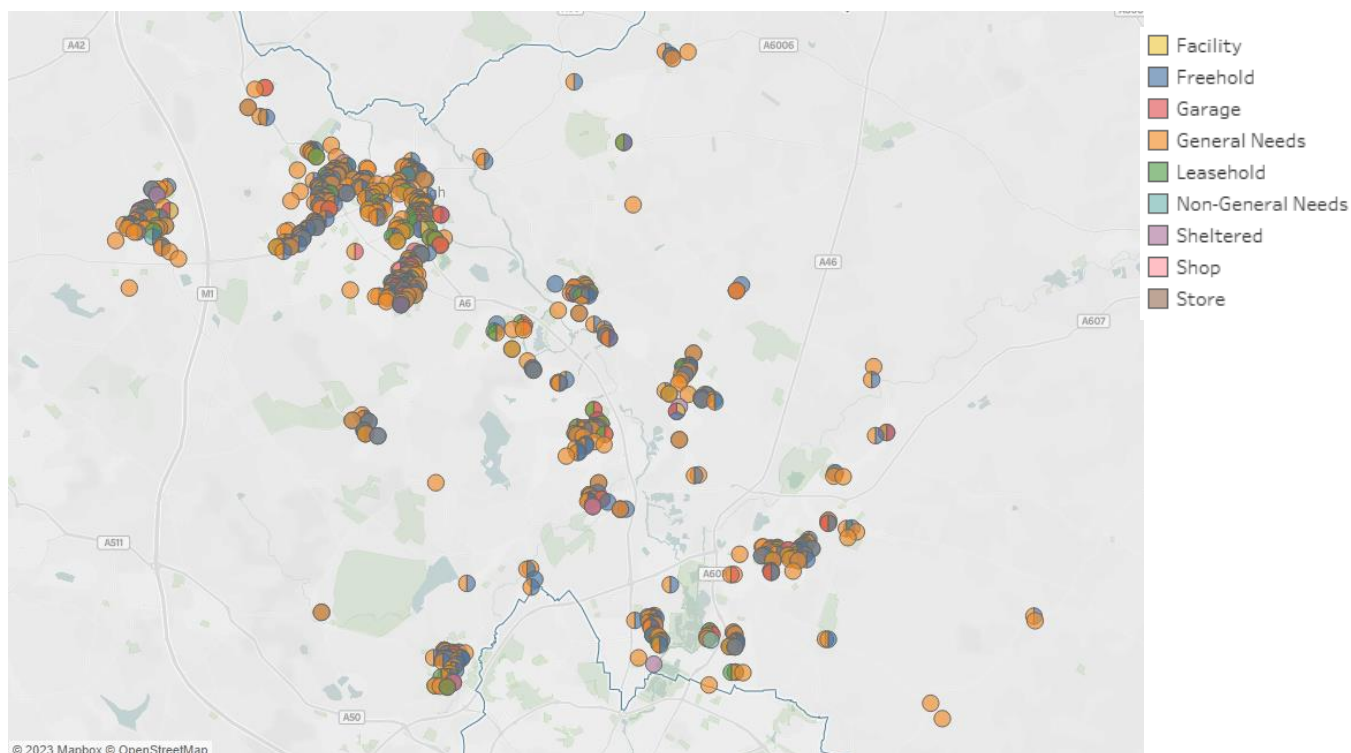


Figure 2: Stock map

3.2. Stock condition

We have recently commissioned Savills to carry out a survey of a representative sample of 18% of our stock. The results of the survey demonstrate the need to spend close to £240m over the next 30 years in order to keep the stock in good condition. This represents an average expenditure of over £43,000 per unit over the life of the business plan.

The profile of capital renewal costs is illustrated below

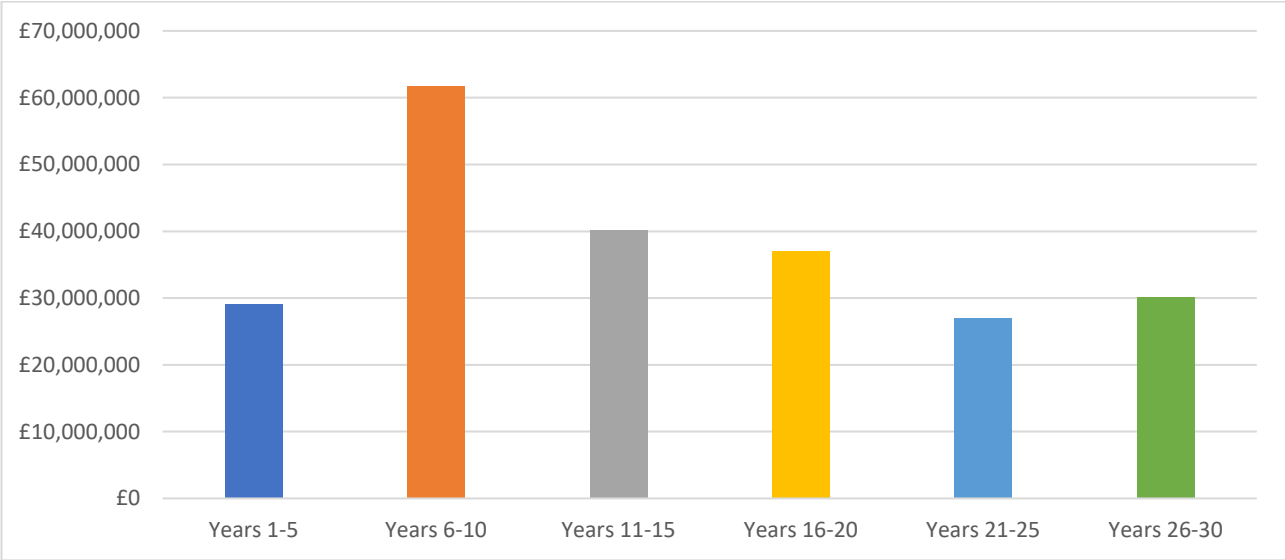


Figure 3: Capital renewal costs

The distribution of costs by component is illustrated below.

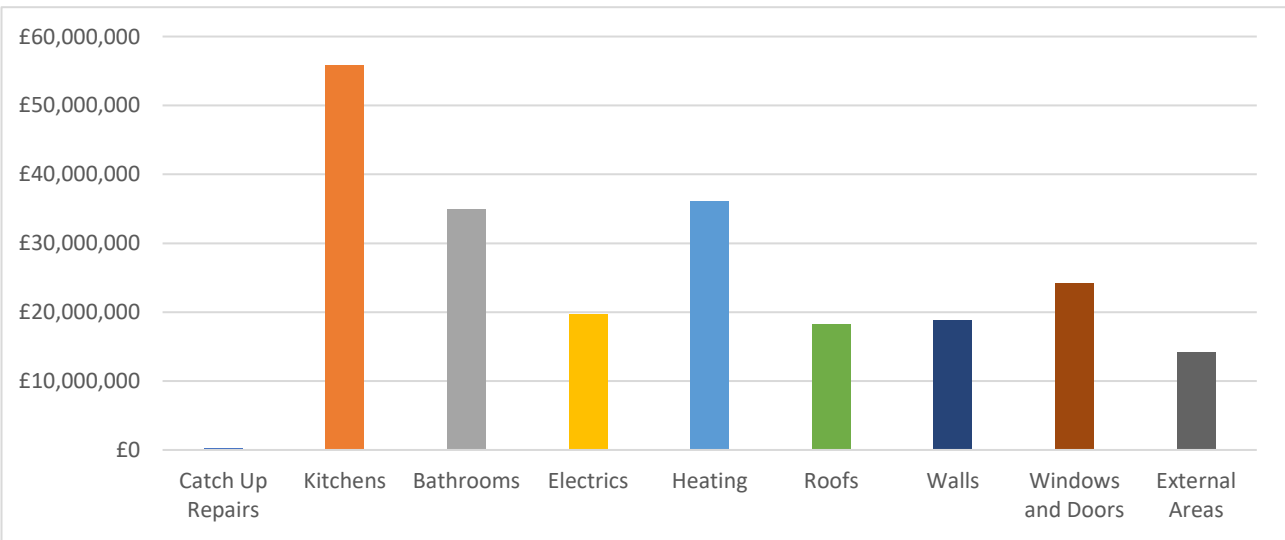


Figure 4: Capital renewal costs by component

There are other elements of expenditure that sit outside the stock condition survey. Current HRA budgets include an annual budget of £900K to address asbestos removal, communal area electrical upgrades, fire safety works, small scale provision for sheltered housing improvements, estate and external works and door entry systems. Larger scale improvements to sheltered housing will be decided following options appraisals to consider the best solution for the future of these properties. Expenditure is expected to reduce after the initial period of investment to reflect likely estimate of ongoing need.

A 20% sample survey is not sufficient to give us a comprehensive picture of all areas, for example the exact prevalence of damp and mould. We also need to do more work to understand our non stock condition costs, including communal mechanical and electrical component replacement. In developing our understanding of non stock condition costs we also plan to work with residents to identify their priorities for local area estate improvements.

Our strategy to move to 100% survey coverage includes the appointment of a dedicated stock condition surveyor. We will also look to expand this resource across existing visits to property (e.g. at void). We plan a rolling programme of surveys to cover 20% of properties each year through this internal resource. We may accelerate the pace to achieve 100% survey data through the use of external resource to increase capacity depending on the risks presented through a longer term timescale. We will prioritise surveys using a risk based approach (e.g. properties with known issues of damp and mould and where we have less information on our current systems). As data is collected it will be checked against the initial 20% survey for consistency. We will also give consideration to periodic validations using a third party resource for assurance (e.g 10% check every 5 years to start in 3 years' time).

3.3. Energy efficiency and zero carbon

Our survey has included the capture of new RDSAP data in order to undertake a high level energy study to forecast the likely costs of achieving SAP C and net zero carbon.

We have engaged Savills to carry out an energy study that has modelled a series of improvements at archetype level to consider the impact of meeting these targets. The key principles have been a fabric first approach to reduce energy demand, before switching to alternative heating to avoid fossil fuels. The results at an archetype level are then extrapolated up to provide an estimated gross cost of £137m over the next 30 years. Once existing planned investment is taken into account, a net additional cost of £89m will be required. This represents average expenditure of just over £16,000 per home. It may be possible to reduce these costs over the next 30 years as technologies improve. At this stage we have assumed works are delivered to a timescale in line with existing component replacement expenditure profile to avoid bringing forward works (e.g. windows, heating etc). Detailed investment planning will need to take place.

We will develop a roadmap for the delivery of SAP C and net zero carbon investment. This will develop the range of measures identified for each archetype into an investment plan and consider funding options required to support delivery.

We will review specifications and programmes of work to check they align with energy efficiency targets. This will include reviewing specifications for doors and windows, roofing, heating, and likely component replacement timescales.

3.4. Health and safety

The Council has done work to risk assess its fire doors and the business plan has been adjusted to reflect the need for priority fire door replacement in the early part of the plan. The amount for other fire safety works was increased from £100,000 to £300,000 in 2020 to reflect the need to address actions arising from Fire Risk Assessments and associated intrusive surveys. This allowance has now reduced to £100K pa is expected to reduce further from 27/28.

80% of our properties have a current Electrical Installation Condition Reports (EICR). Our aim is to get to 100% by March 2023.

We are currently conducting an audit of our smoke/CO detectors with a provision in the business plan for £4.6m over the next 30 years to maintain compliance in this area.

We have a procedure to tackle damp and mould which aims to ensure we take early action where issues are identified. We need to get a better understanding of potential costs associated with damp and mould across the portfolio. We will then develop a policy setting out the principles of how we will act to ensure we have a comprehensive data set of incidences and a risk based approach to protect residents' health with a programme of eradication and remediation.

Compliance figures are reported and monitored monthly. At the end of November 2022, the position was as follows:

- 98.74% of tenanted properties had a current CP12
- 100% of passenger lifts had an up-to-date service.
- 100% of legionella monitoring checks had been completed.
- 84% of dwellings, and 88% of communal areas had an EICR less than 5 years old
- 100% of the communal area planned asbestos surveys had been completed.

While lift servicing is up to date we are also introducing a policy and management plan to ensure appropriate maintenance is delivered in a timely fashion. The plan will also set out our approach to other lifts (e.g. through floor, stair lifts etc).

We need to move to 100% compliance on gas servicing. This means tackling access difficulties. We will work with our legal team to review best practice to achieve this aim.

3.5. Investment standard

The Charnwood Standard is currently in place (see Appendix One). The key elements are designed to ensure homes are warm, safe, dry and modern. This focuses primarily on the replacement of key components - such as kitchens and bathrooms when they reach the end of their allocated lifecycle. The new stock condition data allows us to expand this to include consideration of the condition of the component as well as its age.

An approach to replacing components driven by condition would avoid replacing components still in a reasonable condition. Under the Charnwood Standard it is likely average component lifecycle is reduced, as some components are replaced early owing to their condition, but these cannot be offset by other components being replaced later where condition allows.

The new survey results mean that we can now work with our residents to review whether the Charnwood Standard remains appropriate in the context of the wider investment priorities. This review will be informed by the updated HRA business plan and highlight any risks to affordability.

3.6. Repairs policy

The Council has an in-house repairs team. Whilst there has been a post pandemic dip in performance due to an increase in the volume of repairs in the context of resource pressures, levels of transactional satisfaction remain relatively high. An updated repairs policy, with a further emphasis on tenant safety, is due to be brought forward in 2023/2024.

3.7. Garages

The Council owns over 800 garages in various locations across the Borough of which over 300 were void.

An asbestos survey has been carried out and a programme of works to remove asbestos has commenced. Some of the garages have been mothballed as they are not fit to let and require significant investment. A review of the garage sites was started in 2018/2020, which identified 6 sites with the potential for building 4 or more properties on (total 22 to 26 properties). The Council also owns land of 6 former garage sites. A review has identified that 4 of these sites have the potential for building 4 to 6 properties on.

The review of garage sites will be completed in 2023/2024.

3.8. Other non-residential assets

The HRA lets 1 small storage facility, and 13 shops, and has a further 21 shops on long leases across the borough.

Two dwellings (both ground floor flats) are currently let as community centres.

3.9. Leasehold dwellings

The Council manages 358 leasehold dwellings distributed through the stock. These are predominantly flats sold through Right to Buy.

The majority of works in the past has been focused on the Decent Homes Standard whereby external elements and works to communal areas are recharged to leaseholders for their share of the costs for any works carried out.

We will develop a policy that considers the extent to which we will seek to recover costs from leaseholders for building safety, recognising the protections that exist within the building safety act. We will also maximise our ability to recharge leaseholders for repair work in relation to applying modern standards of component replacement that will contribute to our zero carbon delivery plan.

Actions: Our Homes

- We will develop procedures relating to data and maintenance to ensure that information remains up to date.
- We will carry out M&E surveys.
- We will develop a roadmap for delivery of SAP C by 2030 and net zero carbon by 2050 including consideration of funding required to deliver net zero.
- We will review specifications and programmes of work to check they align with energy efficiency – targets. This will include reviewing specifications for doors and windows, roofing, heating, and likely component replacement timescales. We will maintain a costed list of actions arising from FRAs and associated surveys and cross check with fire safety related HRA business plan allowances.
- We will work with our legal team to review best practice to achieve 100% compliance on gas inspections.
- We will complete EICR certificates for 100% of properties by March 2023.
- We will develop a lift policy and management plan.
- We will consult residents on the targeting of estate/external improvement works.
- We will consider the use of the current IT system, and our requirements in respect of the real time update of asset data following field survey.
- We will consult residents on our investment standard.
- We will develop our understanding of costs to remedy damp and mould across our stock and put in place a policy to tackle it.
- We will update our repairs policy with an increased emphasis on tenant safety in 2023/24.
- We will complete a review of garage sites in 2023/24.
- We will develop a policy to clarify our approach to recharging leaseholders for building safety and zero carbon works.

4. Active Asset Management

Objectives: Active asset management

- Understand the financial and non-financial performance of our assets and deliver investment where it will generate appropriate return.
- Carry out options appraisals on stock that does not meet our requirements or offers other opportunities, exploring a range of alternative options to improve outcomes for tenants and the HRA Business Plan.

4.1. Understanding asset performance

Typically, the Council has focused on when and not if investment should be made in the housing stock. Whilst the vast majority of the HRA stock will remain for the 30-year life of the HRA Business Plan, we have done more work to develop our understanding of how our assets perform in order that we can appraise investment options.

We have evaluated the performance across all our housing stock from a financial, social and market perspective. The modelling provides a framework for an investment decisions strategy based on an active asset management approach. This means making investment decisions based on the financial and social performance of the stock, in a way that strengthens the business plan, building additional capacity to meet our housing objectives.

4.1.1. Analysis of financial performance

The financial analysis is based on a 30 year net present value (NPV) of operating cashflows, modelled at an individual asset level. The results show an overall NPV of £22.6m, equivalent to an average of £4,121 per unit. This is low when compared against a benchmark of similar sized social landlords operating in similar housing markets. This reflects lower rents in our area of operation, and higher stock condition costs, reflecting high rates of recent inflation, the new survey and updated understanding of costs reflecting our current delivery rates.

There is a range of results across the portfolio which presents several challenges for our asset management strategy. Over a quarter of our stock (29%, 1,603 units) is forecast to have a negative NPV over 30 years. There are a further 27% (1,490 units) with a marginal NPV below £5,000 per unit. This is illustrated below.

Key Results	NPV Range		No. Units	% Units	Total NPV	NPV Per Unit
	Min	Max				
Poor	£ (39,700)	£ 1	1,603	29.28%	£ (10,289,399)	£ (6,419)
Marginal	£ 1	£ 5,000	1,490	27.22%	£ 3,799,821	£ 2,550
Good	£ 5,000	£ 56,803	2,381	43.50%	£ 29,047,861	£ 12,200
Total			5,474	100.00%	£ 22,558,283	£ 4,121

Figure 5: NPV performance range

Overall, the value of the cashflows is forecast to increase by an average of 6.86% over the next 15 years as illustrated below, but the NPVs are forecast to decline in the short term as the Council approaches a peak of investment need in years 6 – 10. Within the portfolio there are also groups of assets where value is forecast to decline over the next 15 years.

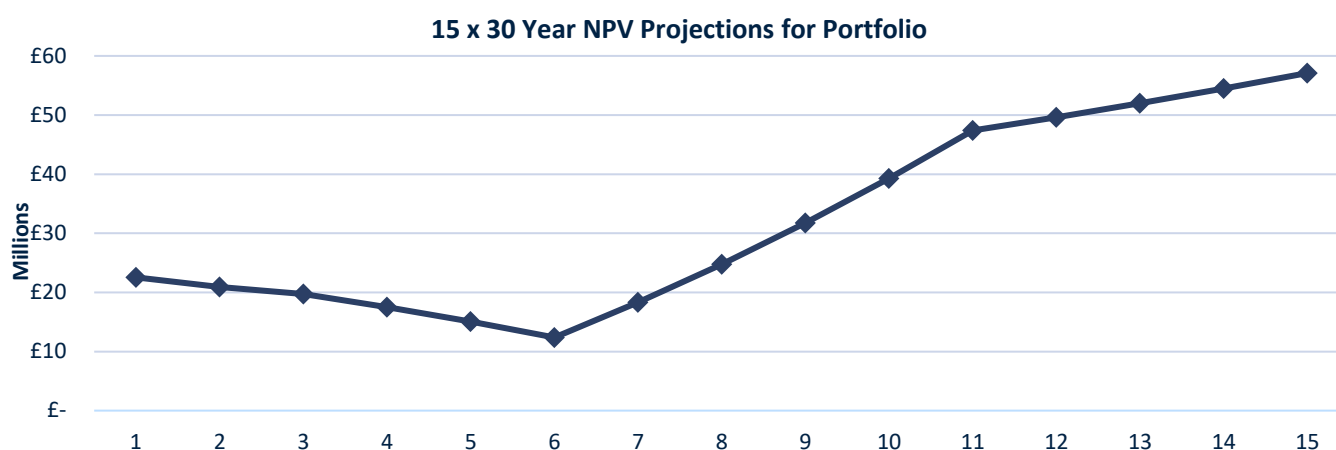


Figure 6: NPV growth forecast over 15 years

Sheltered housing shows very poor financial performance due to low rents and low demand, alongside higher management costs. Capital expenditure to maintain the blocks in their current condition is relatively high, and would not deliver the level of improvement needed to bring the properties in line with modern aspirations and improve demand. This illustrates a clear need for a review of our sheltered housing schemes.

Lingdale House, currently used as temporary accommodation also shows a negative NPV but this needs to be considered in the context of the costs of alternative provision of temporary accommodation, for example through the use of bed and breakfast.

Lower demand and low rents also drives poor performance across other parts of the portfolio, alongside higher management and maintenance costs. Capital expenditure is less of a driver of poor performance based on component replacement, but improvement works would worsen performance further.

We have also considered the impact of costs to deliver net zero carbon by 2050 on asset performance. Without additional funding, the net zero carbon costs will increase the proportion of poor/marginal NPVs to from c57% in the baseline position to c92%. This demonstrates that although the costs for delivery of net zero carbon are relatively low compared with the sector, the impact on asset performance is very high due to the fact that our NPVs are relatively low to begin with. It demonstrates clearly the need to consider alternative funding streams in the development of our pathway to deliver net zero carbon.

4.1.2. Analysis of social performance

It is important to evaluate performance across a range of factors, not just financial, reflecting the social objectives of the Council. This social analysis is essential and can enable these factors to be objectively assessed and demonstrated in order to provide the information needed to make investment decisions going forwards.

We have developed these non-financial measures linked to our corporate focus on caring for the environment, healthy communities and a thriving economy.

Where assets score well against social objectives, this is driven by good thermal efficiency, high resident satisfaction, low rates of anti social behaviour and relatively low levels of deprivation due to poor health. These represent sustainable locations which in theory continue to be in demand from prospective occupiers in the future. We have also looked at factors linked to the quality of the outdoor environment and access to green space, resident satisfaction with feeling safe and secure, demand, affordability and access to key services. Poor performance against the social indicators represents areas where our asset management and community investment strategies need to target social issues, alongside investment and regeneration of our existing assets.

The combination of financial and social performance assessment is useful as a comprehensive assessment of overall performance. Priority in terms of action and potential solutions will differ depending on whether stock that performs poorly on a financial basis is located within an area where there are also social issues to be addressed. Therefore, actions (in terms of options appraisals) will be considered in respect of poorly performing stock and prioritised in areas where there are also poor social scores. Where social scores are low, even where financial performance is strong, we will target our housing management and community investment strategies in order to address issues beyond bricks and mortar to improve outcomes for local residents and protect asset value.

4.1.3. Market context

Our modelling has included information on the market value of the properties in order to consider the opportunities to use proactive disposal strategies to release value to support new development. This would be targeted at properties with a relatively poor NPV, representing a liability to the current business plan, where the open market value is relatively high. 1,214 properties have been identified as meeting this criteria, and further exploration of these properties should be undertaken. There is an opportunity to flag properties meeting set criteria on our housing management system so that appraisals can be carried out at void.

4.2. Using the results to inform strategy

Using the results of the asset performance evaluation we have developed a matrix to prioritise investigations into how we can improve performance. Highest priority for appraisal are properties with negative NPV. The next priority is where NPVs are marginal and decreasing, and then properties which are marginal, with low social scores.

		Financial Sustainability (NPV)			
		Green (above £5K)	Amber (below £5K) and increasing	Amber (below £5K) and decreasing	Red (Negative)
Non-financial Sustainability	Score above average			Priority 2 1,078 units	Priority 1 1,603 units
	Score below average		Priority 3 275 units		

Figure 7: Options appraisal prioritisation

Our aim is to make informed decisions based on the performance of our stock, and to identify suitable options to address stock that is performing poorly. This will mean that over time our average NPV will improve, and NPV growth will be stronger in the future which in turn will increase business plan capacity to deliver our objectives providing quality homes that meet the future needs of the borough.

We will also introduce a trigger for high value/poor performing stock with appraisals for these properties carried out at void. The figures quoted in 4.1.3 represent properties with below average open market value, and an NPV below the marginal threshold of £5,000.

4.3. Options appraisals

Where our analysis identifies assets that are performing poorly, either on a financial or social basis, or where there may be opportunities to improve outcomes for our business and our residents, a more detailed options appraisal will be carried out and all options for improvement will be explored.

Where appropriate, alternative options will be explored. Appraisal options will consider:

- Demolition and redevelopment or regeneration;
- Limited life- medium term investment plan or short term responsive and cyclical repairs;
- Disposal of some or all units on the open market;
- Change of use or unit type- either short term or long term.

It is important to note that in some cases none of the above will be appropriate. The target of the strategy is to provide a framework for informed decision making - even if that decision is the status quo - as opposed to mandating alternative strategies in the event of poor financial or social performance.

The framework of appraisals will include a review of our sheltered housing. This will include developing an understanding of future need for social rented accommodation and modern aspirations for investment standard. Provision for alternative tenures will be considered where need is identified that is currently unmet. This would not only meet the needs of a diverse elderly population, but also create opportunities for cross subsidy that can be used to upgrade the rented provision.

The asset modelling demonstrates a range of performance at the Bell Foundry estate with the majority of properties showing NPVs close to or below £5,000 per unit, including 62 properties with a negative NPV. Poor performance is driven by some very low rents, and high future investment need, as well as high management costs for some properties. A study of opportunities to improve this estate will be undertaken using this initial analysis to understand the key drivers for regeneration and the potential benefits this could bring.

Appraisals will be carried out by the Council's Housing Strategy Team with the progress being reported to the Capital Programme Board. Governance processes around proposals for alternative options, decision making, and reporting will need to be determined.

Major investment decisions in Priority One properties identified for appraisal will be kept under review until options appraisals are complete. An interim investment plan will be established for our sheltered housing to ensure essential health and safety requirements and Decent Homes are maintained while we consider their long-term future.

Actions: Active Asset Management

- We will prioritise and carry out options appraisals on poorly performing stock over the next 12 – 24 months in line with the prioritisation framework in this strategy.
- We will introduce a proactive void disposal strategy to release resources for growth.

5. Investment Planning

Objectives: Investment Planning

- Ensure that our investment to meet our investment standard is needs based and prioritised, with priorities for investment focused on areas of greatest risk and resident priorities.
- Ensure that our plans are affordable within the HRA Business Plan and are considered against existing and potential objectives relating to the improvement of sheltered accommodation, acquisitions, new supply, decarbonisation, and regeneration.
- Deliver value for money through clear, compliant, efficient and well monitored programmes of work.

5.1. Business plan affordability

We have updated our HRA business plan with the latest survey results along with other liabilities linked for example to fire safety and other compliance spend, along with some small scale improvement works to sheltered housing and communal areas. This allows us to test affordability and provides a golden thread from recently collected information through to the plan.

The business plan currently includes for the full provision of capital spend against survey and other requirements. However, this relies on increasing borrowing to meet this need. The costs of delivery of zero carbon are not yet included in the plan. This will need to be stress tested as we develop our roadmap to zero carbon delivery, along with any costs associated with sheltered housing improvement and other regeneration.

5.2. Investment priorities

There are a number of possible scenarios around asset investment with competing priorities. Whilst some investment is essential and non-discretionary (e.g. statutory compliance activity or work to maintain Decent Homes), other investment is more discretionary. Of our more discretionary investment, some will be key to maintaining the income stream (e.g. the re-modelling or redevelopment of hard to let Sheltered accommodation) whilst others may be more based on improving tenant satisfaction (e.g. environmental improvements on estates). Enhancements to the data enables us to provide Members and tenants with greater assurance that the highest priority requirements are being met and to illustrate the capacity that remains for any improvement related spend.

Programmes will be refined in accordance with our investment priorities and the lowest priority works removed from the programme until the plan is affordable.

The highest priority items carry the greatest risk if they are not delivered. Generally, the higher the priority the lower the scope for either delaying or not delivering the associated programme of work.

Works categorised in 1-3 represent essential expenditure and these items are unlikely to be able to be removed or significantly delayed. Failure to deliver these would likely result in a failure to meet the RSH's Home Standard.

Works in categories 4-8 are likely to offer some flexibility around timing, but any decision to either not deliver or to significantly delay these programmes would likely impact stock sustainability in the medium to long terms.

Category 9 includes discretionary costs. These works afford the greatest flexibility, but care needs to be taken around the impact on wider objectives in respect of satisfaction as well as changing legislative requirements.

5.2.1. Investment Priority Categories

1. **Statutory compliance relating to tenant health and safety** – e.g. gas safety, fire risk assessment and associated remedial works to ensure legal requirements are met. Other non-statutory compliance programmes or works identified following risk assessment or surveys (e.g. structural surveys or health and safety risk assessment) that may increase the risk of harm to an unacceptable level if not resolved. This includes rectifying asset related severe or moderate hazards under the Housing Health and Safety Rating System.
2. Works necessary to meet lease requirements, regulatory requirements, access to key services (e.g. lifts) and/or avoid Statutory Disrepair. This category includes **Decent Homes Key Components**.
3. **Other elements of the Decent Homes Standard**. Note that this includes all non-key component replacements to avoid any component being old and poor.
4. Works necessary to **maintain the income stream** (subject to options appraisals).
5. Works required to maintain the full life of components and/or works to replace components that are driving high repairs and maintenance costs/failures, which will become uneconomic to maintain if not resolved. This category will, for example, include exterior cyclical redecoration of timber components. It should be noted that timber components, such as windows, fascias and soffits, that would otherwise lead to decency failures on the basis of age and condition if not addressed would be treated as Category 2 works. This category would also include works identified following risk assessment or surveys (e.g. structural surveys) that would not present a Health and Safety risk but may lead to increased costs and/or a reduction in the value of an asset if not resolved.
6. Works necessary in order **to fulfil specific policy commitments**. This category would include works associated with achieving the Charnwood Standard where practicable and affordable.
7. **Energy efficiency improvements**. Works associated with improving the energy efficiency and reducing the carbon footprint of the housing stock. This includes investment beyond the Charnwood Standard linked to the Council's Carbon Neutral Plan.
8. **Environmental work** (e.g. fencing, boundaries, paths, hardstanding), communal works (e.g. other decoration/finishes, lighting and access control) and work to associated assets (e.g. garages, outbuildings). Aspects covered in the Charnwood Standard will be delivered where appropriate under item 5, but this element would include environment and common area works beyond the existing standard. Priority programmes where there is safety impact (e.g. fencing on to highway or a path or wall that presented a hazard) would be dealt with within Category 2 subject to risk assessment.
9. **Other improvements** and customer priorities that will improve satisfaction and/or satisfy aspiration (e.g. improvements in common parts, increased specification on kitchens/bathrooms, dividing boundary improvements). These items will be prioritised in accordance with the results of customer consultation if there are available funds.

5.3. Investment planning

To date the Council has planned investment on an annual basis. The objective is to develop a longer term programme of work that can provide stakeholders with greater visibility of work in the medium term. This new strategy provides a framework to develop a 5 year programme of work to determine what works are required, to which properties in which works packages in which year. It provides a budget that ensures the investment plan fits within the financial parameters of the business plan.

The stock condition survey results (see section 3) will provide the baseline for the investment planning process. Added to these will be non-survey costs which include: Communal area improvements and electrical upgrades, building safety and other compliance costs, estate and external works, door entry systems, and small scale improvements to sheltered housing, as well as day to day maintenance (responsive void and cyclical).

There are competing requirements for investment and we will use the investment priorities outlined here to prioritise the work to be delivered. The general principle of the prioritisation process will be one of categorisation of elements of expenditure requirements according to the risk of not delivering them. The allowances in the investment plan will be aligned to the HRA Business Plan to ensure affordability.

If the work that can be delivered within the affordable limits is more or less than anticipated within the HRA Business Plan then this will be reported to Senior Leadership Team and Cabinet.

Works in the highest categories represent essential expenditure and are unlikely to be able to be removed or significantly delayed. Works within the middle categories are likely to offer some flexibility around timing, but any decision to either not deliver/significantly delay these would likely impact upon stock sustainability or other costs (e.g. disrepair) in the longer term. The lowest priorities include discretionary expenditure and, whilst affording the greatest flexibility, care needs to be taken around the impact on wider objectives.

To develop a plan at property level – one able to produce detailed programmes of work – will require additional stock condition data as the current dataset is based on a representative sample survey. Whilst the stock condition surveyor is one mechanism for collecting data, surveys will also need to be undertaken in the course of other activities. Mechanisms, and annual targets will need to be defined. This will enable the investment planning process to effectively identify the right estate/properties for investment and the ones that can reasonably be deferred if required.

Getting the right priorities at property level will require involving a range of staff from across services. To achieve this, we will propose a series of workshops culminating in the production of multiple iterations of an investment plan before an agreed programme is generated that best meets our objectives. The aim of the process will be to turn the stock condition and other relevant data into a plan that optimises the available budgets and delivers value for money through:

- Alignment to the latest HRA Business Plan in accordance with strategic investment objectives;
- Triangulating repairs data, investment requirements, energy performance, void rent loss and asset performance in order to prioritise the properties will have the greatest impact on reducing revenue costs and income loss;
- Breaking that data down into the planning areas based on locality and stock type;

- Developing efficient programmes – including considering frequency of component replacement combinations and packaging, potentially conflicting programmes (e.g. window replacements against wall insulation programmes) and supply chain preferences;
- Considering the impact on Leaseholders and the production of the annual service charge plan resulting from the investment plan.

Once priorities and work packaging rules are agreed, we will produce a property level schedule of works. This will identify the work required at property level and will also identify where additional surveys are required to properties not yet surveyed. This will be formatted in accordance with requirements to support effective procurement activity (see below).

The process also needs to consider the results of the asset performance modelling exercise (see Section 4). Unless it is essential, works associated with poorly performing assets (i.e. those that will be subject to options appraisal) would be highlighted in the investment programme and excluded from early years programming. This will help to protect against unnecessary expenditure until options appraisal work is complete. Clearly any essential work relating to ensuring properties meet statutory and regulatory requirements will be delivered where it is required.

An overview of the process is illustrated below



Figure 8: Investment Planning Process

The Investment Plan will be approved annually to confirm alignment to the business plan and affordability taking into account the impact of increases in the costs of delivery or increases in requirements which will be regularly stress tested.

Once the investment plan has been developed, a review of the Asset Management Team structure will be undertaken and action taken to address any changes required to deliver against requirements.

5.4. Procurement

The investment plan is important to support effective procurement and value for delivery, and to provide resident visibility.

Contracts have recently been procured, most of which are for a term of two years, with the option to extend for a further two years. Performance, contract costs, and sector rates will be monitored to inform the approach to further procurement activity.

5.5. Value for money

Our asset management approach will aim to deliver value for money for tenants, ensuring that as far as reasonably practicable expenditure is targeted to improve both energy efficiency of tenants homes, and our return on assets over time, releasing resources for reinvestment.

Actions: Investment Planning

- We will stress test the impact of net zero carbon, sheltered housing improvements and regeneration plans on the business plan, considering changes in the plan based on our investment priorities.
- We will establish mechanisms and annual targets to build up our survey data to inform an investment plan at a per property level.
- We will produce the 5 Year Investment Plan which is reviewed and approved on an annual basis.
- We will put resources in place to deliver the investment priorities set out in this plan.
- We will review the Asset Management Team structure.

6. Oversight and Accountability

Objectives: Review and Monitoring

- We will measure and report on our performance across all areas of the strategy – to colleagues, our board, our residents and other stakeholders.

6.1. Performance monitoring

Investment plans and the results from options appraisals leading to alternative proposals for assets will be reported to our Capital Programme Board, and the Housing Management Advisory Board where appropriate.

Reports will include financial and quality out turns against plans.

Our delivery against the action plan set out in this strategy will be reported to the HMAB.

We will measure our success through a range of Key Performance Indicators (KPIs) which include:

- Overall growth in NPV across the portfolio
- Option appraisal within 12 – 24 months for all properties which meet the triggers established
- Stock portfolio changes
- Progress on decarbonisation investment plan including short term targets to bring properties to EPC C and longer term targets to deliver net zero carbon across our housing stock
- Decent Homes compliance
- % stock with up to date stock condition survey data
- Ensuring we deliver what we have identified as needed, at a cost that is affordable.
- Compliance with all health and safety, regulatory and statutory standards
- Resident satisfaction

6.2. Risk management

The strategy recognises that housing assets can also become liabilities, creating a risk to viability as well as significantly impacting on residents' lives. Key risks addressed by this strategy include:

- Failures to manage health and safety compliance could put residents, staff and contractors at risk.
- Failures to meet statutory or regulatory standards can carry penalties and will damage the Council's reputation.
- Failure to maintain the golden thread between the understanding of stock condition and investment need and the allowances within the Business Plan.
- An incorrect scope or poor quality of stock investment will have a key influence on customer satisfaction.

Asset Management Strategy 2023-2028

- Poor value for money in stock investment will have a major impact on our finances as this represents a very large proportion of our HRA spend.
- Internal and external factors impact on investment need and expenditure. Key amongst these are currently fire/Building Safety and energy efficiency. We will need to remain aware of the impact of these on investment levels in existing stock and any subsequent impact on our investment plans.
- Internally published standards will need to be reviewed - changing standards may carry reputational risk.

A process to identify and assess risks is in place and actions agreed to manage risks to minimise impact. All key asset management related risks including financial, operational, delivery risks (e.g., failure to invest) are captured in the appropriate operational risk register.

6.3. Governance

The accountability for key aspects of this strategy is set out below.

Tasks	Officer Role	Cabinet / Cabinet Member Role
Drafting, maintaining and updating the Asset Management Strategy	<p>Prepares draft AMS for Cabinet decision</p> <p>Maintains AMS</p> <p>Provides update of AMS</p> <p>Provides full periodic reviews of AMS</p>	<p>Approves draft AMS and has overall responsibility for ownership of asset management strategy</p> <p>Approves updated AMS and periodic reviews.</p> <p>Gains assurance on the organisational and financial capacity to deliver the strategy</p>
Implementing stock options appraisals and managing outcomes	<p>Conducts stock options appraisals and makes recommendations to Cabinet where relevant.</p> <p>Implements Cabinet decisions.</p> <p>Annual report to HMAB on outcomes including delivery of decent homes and use of proceeds/land</p>	<p>Considers recommendations and takes decisions on implementation</p> <p>Agrees a level of delegated authority for action based on agreed principles</p>
Managing progress against delivery of five year investment plans	<p>Reporting and consideration of progress / corrective action via management –to capital programme board and to the HMAB.</p>	<p>Receives and approves reports</p> <p>Takes/approves corrective action where required</p>

Tasks	Officer Role	Cabinet / Cabinet Member Role
		Regular monitoring (Lead Member)
Updating stock condition survey information	<p>Annual programme of stock condition to maintain 100% survey every 5 years with periodic external validation</p> <p>Outcomes used to inform investment plan and revisions to the AMS and to the Asset Performance Evaluation model</p>	<p>Cabinet approves policy position on surveying and validation as set out in section 3.</p> <p>Approval of revised active asset management strategy as required</p>
Updating asset performance evaluation model	<p>Model will be owned and managed to support decision making and it will be updated every 3 years or in response to changes in the stock portfolio (additions, disposals, transfers, investment etc) and updated stock condition information.</p>	<p>Model outputs reported to Cabinet where active asset management strategy is updated.</p>
Landlord H&S Compliance programmes and reporting	<p>Develop and maintain statutory landlord compliance programmes.</p> <p>Reconcile compliance programmes to main stock database.</p> <p>Ensure appropriate procedures, processes and skills to achieve policy on compliance.</p> <p>Ensure external assurance is sought.</p>	<p>(Lead Member) Oversight of reporting and corrective action on performance and forecast performance against 'Big 6' compliance components and damp and mould corrective action.</p>

6.4. Internal controls

The main internal controls are in the following areas:

Data

Data quality and integrity is reviewed regularly and outcomes reported through our governance systems. Procedures are in place to maintain data quality and third party assurance used as a key control.

Stock Condition Surveys

The costs used in the SCS will be reviewed regularly to ensure they are consistent with sector benchmarks and that a process is in place to ensure they will be updated on a systematic basis based on actual prices obtained for works done and planned.

Updates to the SCS are captured by the asset management databases as the investment programme is implemented. SCS updates will form part of the annual investment planning verification process. The Housing Management Advisory Board and where relevant Cabinet should receive reports to enable them to oversee the “golden thread” between stock condition information, investment plans, the business plan and stress testing.

Investment Plans

There will be a planned investment programme in place with clear and robust contract management arrangements.

There are performance measures in place and there is effective and regular monitoring and management of actual delivery performance against these plans by the asset management team. Demand analysis and customer feedback from responsive repairs programmes is used to inform and update the planned investment programmes.

Our Housing Management Advisory Board reviews and scrutinises our performance.

Repairs and maintenance, including gas servicing, delivery programmes are all in place and there is effective monitoring and management of outcomes.

Procurement & Staffing

There will be effective and efficient procurement plans and processes in place with value for money confirmed through benchmarking and external validation exercises.

There are management systems in place to recruit, select, train and appraise staff with the skills to deliver the strategy.

Responsive Repairs

There are detailed contract controls and performance measures in place for the service. Service outcomes and measures are used to inform forward planning of both responsive and planned repairs.

Tenant satisfaction measures are reported regularly in line with regulatory requirements.

There are good levels of customer satisfaction with the service and this is routinely tested as part of the service.

Complaints are analysed, evaluated and reported to identify opportunities to improve services.

Asset Performance Evaluation

The asset performance evaluation model developed by Savills is owned and managed by the Housing Strategy Team with input from the Asset Management & Compliance teams. The Housing Strategy and Support Manager will ensure that it forms an integral starting point for investment planning and active asset management. The model will be regularly updated, informed by new information including updated stock condition data following delivery of investment plans, responsive repairs spend, changes in management costs, changes in void rates, local option appraisal outcomes, new homes coming into management etc.

Asset Management Strategy

The Asset Management Strategy will be updated as a key part of the annual capacity modelling and corporate planning process and outcomes from this exercise will inform the business planning & capacity modelling

Business Planning & Capacity Modelling

The annual business plan and capacity model review process will explicitly evidence a golden thread from the business plan through the asset management strategy, cash flow models, investment & procurement programmes and stock condition surveys etc.

Internal Audit

Internal audit is an independent assurance activity to support management in maintaining effective systems of control and risk management. It will periodically review asset management and landlord compliance.

This approach aims to ensure we continue to improve our practice and performance, and have a golden thread from asset model to stock condition survey and make best use of all of the key links in between.

6.5. Review

The strategy covers a five year period from 2023 – 2028. Investment plans will be reviewed annually. The strategy will be reviewed in 2024.

Authority and control information

Accountability for the strategy is with the Director of Housing and Wellbeing.

Actions: Oversight and Accountability

- We will develop regular reporting mechanisms against the KPIs in this strategy to report performance to the senior leadership team and tenants and members.

Appendix One: Charnwood Standard

Warm, dry and safe home	Modern home
<ul style="list-style-type: none">• Structure sound• Wind and water tight• Average SAP 75/Min SAP 50• Cyclical decs every 7 years• Healthy and safe home	<ul style="list-style-type: none">• Free of damp and mould• Components renewed when old and poor condition• Good internal space standards• Flexible home• Safe communal areas• Environmental sustainability• Safe and accessible external environment

Appendix Two: Action Plan

Actions: Demand and Resident Priorities

- We will review the use and classification of our age restricted stock.
- We will develop a separate, linked, disposals, acquisitions, and development strategy.
- We will develop costed plans for improvement to our sheltered housing stock and carry out an options appraisal to consider how these can be delivered.
- We will consider development of an adapted housing register

Actions: Our Homes

- We will develop procedures relating to data and maintenance to ensure that information remains up to date.
- We will carry out M&E surveys.
- We will develop a roadmap for delivery of SAP C by 2030 and net zero carbon by 2050 including consideration of funding required to deliver net zero.
- We will review specifications and programmes of work to check they align with energy efficiency – targets. This will include reviewing specifications for doors and windows, roofing, heating, and likely component replacement timescales. We will maintain a costed list of actions arising from FRAs and associated surveys and cross check with fire safety related HRA business plan allowances.
- We will work with our legal team to review best practice to achieve 100% compliance on gas inspections.
- We will complete EICR certificates for 100% of properties by March 2023.
- We will develop a lift policy and management plan.
- We will consult residents on the targeting of estate/external improvement works.
- We will consider the use of the current IT system, and our requirements in respect of the real time update of asset data following field survey.
- We will consult residents on our investment standard.
- We will develop our understanding of costs to remedy damp and mould across our stock and put in place a policy to tackle it.
- We will update our repairs policy with an increased emphasis on tenant safety in 2023/24
- We will complete a review of garage sites in 2023/24.
- We will develop a policy to clarify our approach to recharging leaseholders for building safety and zero carbon works.

Actions: Active Asset Management

- We will prioritise and carry out options appraisals on poorly performing stock over the next 12 – 24 months in line with the prioritisation framework in this strategy.

- We will introduce a proactive void disposal strategy to release resources for growth.

Actions: Investment Planning

- We will stress test the impact of net zero carbon, sheltered housing improvements and regeneration plans on the business plan, considering changes in the plan based on our investment priorities.
- We will establish mechanisms and annual targets to build up our survey data to inform an investment plan at a per property level.
- We will produce the 5 Year Investment Plan which is reviewed and approved on an annual basis.
- We will put resources in place to deliver the investment priorities set out in this plan.
- We will review the Asset Management Team structure.

Actions: Oversight and Accountability

- We will develop regular reporting mechanisms against the KPIs in this strategy to report performance to the senior leadership team and tenants and members.

Equality Impact Assessment

**HOUSING REVENUE
ACCOUNT ASSET
MANAGEMENT STRATEGY
2023-2028**

- **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, victimisation.
- ✓ Advance Equality of Opportunity
- ✓ Foster good relations

For the following protected characteristics:

- ✓ Age
- ✓ Disability
- ✓ Gender reassignment
- ✓ Marriage and civil partnership
- ✓ Pregnancy and maternity
- ✓ Race
- ✓ Religion or belief
- ✓ Sex (Gender)
- ✓ Sexual orientation
- ✓ Socially excluded groups

What is prohibited?

- ✓ Direct Discrimination
- ✓ Indirect Discrimination
- ✓ Harassment
- ✓ Victimisation
- ✓ Discrimination by association
- ✓ Discrimination by perception
- ✓ Pregnancy and maternity discrimination
- ✓ Discrimination arising from disability
- ✓ Failing to make reasonable adjustments

Complete this action plan as you go through the questions

- **Step 1 – Introductory information**

Title of the policy	HOUSING REVENUE ACCOUNT ASSET MANAGEMENT STRATEGY 2023-2028
Lead officer and others undertaking this assessment	Director of Housing and Wellbeing
Date EIA started	14.02.2023
Date EIA completed	14.02.2023

● **Step 2 – Overview of policy/function being assessed**

Outline: What is the purpose of this policy? (Specify aims and objectives)
<p>The asset management strategy will contribute to delivery of our corporate and business plans. It structures our ability to deliver three core components of asset management:</p> <p>Stock investment: Investing to maintain the stock to a standard that meets customer and Council needs and regulatory requirements including building safety</p> <p>Active Asset Management: Activities to improve the performance of assets that have a poor social, economic or environmental performance, because of low demand or high costs, and either improving them, or replacing them with properties which are fit for purpose.</p> <p>Supporting wider objectives: Being clear where and how asset management is supporting wider objectives, such as, energy efficiency, increasing the supply of new homes and creating sustainable communities.</p>
What specific group/s is the policy designed to affect/impact and what is the intended change or outcome for them?
Substantively, to provide Council tenants with a standard of accommodation which meets all relevant standards.
Which groups have been consulted as part of the creation or review of the policy
<p>Current tenants through the STAR survey.</p> <p>Tenants on the Charnwood Housing Residents' Forum.</p> <p>Tenants on the Housing Management Advisory Board.</p>

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

<p>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.</p> <p>Data/information such as:</p> <ul style="list-style-type: none"> • Consultation • Previous Equality Impact Assessments • Demographic information • Anecdotal and other evidence
Detailed tenant profiling data is captured and recorded on QL, the Council's electronic housing management system.
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)
Tenant profiling data confirms that tenants and leaseholders have a range of differing needs.

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

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

Further consultation will need to follow on from this strategy, for example, with older people around independent living / sheltered accommodation needs and aspirations. Otherwise, the level of consultation is deemed sufficient.

● Step 5 – Assessing the impact

Considering any data/consultation/information and your own knowledge, identify whether the policy has a positive or negative impact on the individuals or community groups who identify with any 'protected characteristics' and provide an explanation for your decision. Please refer to the general duties on the front page.	
Age	Positive impact - The strategy identifies the need to progress the review of sheltered accommodation for older people.
Disability <ul style="list-style-type: none"> Physical Visual Hearing learning disabilities mental health 	Positive impact - The strategy sets out the Council will consider the benefits of developing an adapted housing register to ensure best use is made of adaptations at relet.
Gender Reassignment (Transgender)	Neutral impact.
Race	No adverse impact identified.
Religion or Belief (Includes no belief)	No adverse impact identified.
Sex (Gender)	No adverse impact identified.
Sexual Orientation	No adverse impact identified.
Other protected groups <ul style="list-style-type: none"> Pregnancy & maternity Marriage & civil partnership 	No adverse impact identified.
Other socially excluded groups <ul style="list-style-type: none"> Carers Low literacy Priority neighbourhoods Health inequalities Rural isolation Asylum seeker and refugee communities 	<p>Positive impact - The strategy considers the energy efficiency of the Councils housing stock, and how this may be improved. Tenants in fuel poverty would be positively impacted by future work of this nature.</p> <p>The strategy sets out that a damp and mould policy will be brought forward to supplement existing procedures. Tenants [including those in fuel poverty set out above] and those that are vulnerable due to health would be positively affected by work of this nature.</p>

	The strategy considers the provision of more affordable housing. It is likely that socially excluded groups would benefit from an increased supply of social housing.
--	---

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.

- If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately.
- 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.

N/A

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 strategy will meet Charnwood Borough Council's responsibilities in relation to equality and diversity. The strategy is likely to benefit the following groups through future consideration of and focus on the following areas:

- Older people and independent living accommodation.
- Disabled people and adapted housing.
- Tenants in fuel poverty and home energy efficiency improvements.
- Tenants and prospective tenants and increasing the availability of high-quality social housing.

● **Step 6- Monitoring, evaluation, review**

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

A cross directorate delivery group will be established to deliver the strategy, which will also be monitored by the Housing Management Advisory Board.

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.

N/A

● **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
	N/A		

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

	Who needs to know?	How they will be informed (we have a legal duty to publish EIA's)
Employees	Y	Cascade of the strategy and EIA
Service users	Y	Publication on the Council's website
Partners and stakeholders	N	
Others	N	
To ensure ease of access, what other communication needs/concerns are there?		None identified

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

Delete as appropriate	
I agree with this assessment	
N/A	
Signed (Service Head):	 Peter Oliver - Director of Housing and Wellbeing
Date: 14.02.23	

Please send completed & signed assessment to **Vicky Brackenbury** for publishing.

CABINET - 9TH MARCH 2023

Report of the Director of Housing and Wellbeing Lead Member: Councillor James Poland

Part A

HOUSING CAPITAL PROGRAMME 2023-24

Purpose of Report

To consider the housing capital programme for 2023-2024.

Recommendations

1. That virements and slippage on the following schemes exceeding £250,000 be recommended to Council for approval:
 - Z375 Garages
 - Z763 Kitchens
 - Z764 Bathrooms
 - Z765 Electrical upgrades
 - Z766 Window replacement
 - Z769 Roofing Works & Insulation
2. That the remaining virements and slippage on other schemes within the proposed housing capital programme budget for 2023-2024 amounting to £11,693,700 detailed at Appendix 1 be approved and the Capital Plan be amended to reflect this.

Reason

1. & 2. To improve the Council's housing stock, in line with the Charnwood and Decent Homes Standards.

Policy Justification and Previous Decisions

The housing capital programme will support compliance with the Homes and Communities Agency Home Standard (2012), which, in summary, states that the Council must:

- ensure that tenants' homes meet the standard set out in the Government's Decent Homes Guidance and continue to maintain their homes to at least this standard.
- meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes.
- ensure a prudent, planned approach to repairs and maintenance of homes and communal areas.

On the 14th of March 2014 (Minute 119) Cabinet approved the Charnwood Standard, to provide a higher standard of accommodation than the statutory Decent Homes Standard.

On the 10th of February 2022 (minute 83) Cabinet approved the updated Housing Revenue Account (HRA) Business Plan 2021-2052 and Asset Management Strategy Framework.

The 2023-2028 Asset Management Strategy features elsewhere on the agenda this report features on.

The housing capital programme will support delivery of the following Corporate Strategy 2020-2024 themes:

Theme 1 - Caring for the environment - *We have already reduced our carbon footprint and we have pledged to become a carbon neutral organisation by 2030 to help tackle climate change.*

Theme 2 - Healthy Communities - *We are passionate about improving housing in the social... sector. We will continue to invest in our council homes... to ensure high-quality homes are available to residents.*

Implementation Timetable including Future Decisions and Scrutiny

The programme will be delivered during 2023/2024, commencing on 1st April 2023 and completing on 31st March 2024. Progress will be monitored by the Housing Management Advisory Board throughout the year.

Report Implications

The following implications have been identified for this report.

Financial Implications

The 2023/2024 capital budget to deliver this work amounts to £11,693,700 and can be fully funded using HRA revenue contributions, the HRA Major Repairs Reserve, Capital Receipts, and HRA Financing Fund contributions. The Capital Plan will be amended to reflect the updated housing capital budget if it is approved.

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	Overall Risk	Risk Management Actions Planned
The programme cannot be delivered due to contractor performance issues leading to	Likely (3)	Significant (2)	Moderate (6)	Performance monitored at contract meetings and through the Housing Management Advisory Board.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
non-compliance with the Decent Homes Standard, disrepair claims, and reduced tenant satisfaction.				<p>Resident Liaison Officer and no access processes in place.</p> <p>Components in poor condition will be prioritised over planned replacements.</p> <p>Tenants on the programme will be informed of progress.</p> <p>Tenant refusals are taken in-to account when calculating the level of non-decency.</p> <p>Programme to be smoothed, limiting delivery volumes, to support effective control of works.</p> <p>A range of contracts are now in place, providing, in some instances, alternative delivery options.</p>
The quality of work provided by Contractors is unacceptable.	Likely (3)	Significant (2)	Moderate (6)	<p>Contract management meetings in place.</p> <p>100% post inspections are undertaken.</p> <p>Payment is not made to the contractor unless the property is of an acceptable standard.</p>

Equality and Diversity

The housing capital programme will positively contribute towards the Council's equality and diversity responsibilities and commitments. The programme for 2023/24 includes a total of £560k for adaptations for tenants and their family members with a disability.

This work can include level access showers, ramps, rails, stair lifts, and other modifications following a recommendation from an occupational therapist. A sum of £15k has also been included for mobility scooter storage.

Crime and Disorder

This housing capital programme will positively contribute towards the achievement of the Council's responsibilities under Section 17 of the Crime and Disorder Act (1998) to undertake reasonable action to improve community safety in the borough. The installation of new and upgraded communal entrance doors at blocks of accommodation will provide an enhanced level of security for tenants and their families.

Sustainability

Delivery of central heating upgrades and the installation of new loft insulation form part of the Council's climate change strategy, contributing towards the Council's carbon reduction targets. The following principles of sustainability will be supported:

- Avoid increase in energy intensity of Council owned buildings and maximise efficiency.
- Reduce poverty, crime, anti-social behaviour and increase community safety.
- Improve public health and wellbeing.
- Ensure that housing needs of all sections of the community are met.

Key Decision: Yes

Background Papers: Housing Revenue Account Business Plan and Asset Management Strategy

https://www.charnwood.gov.uk/files/papers/cab_25_september_2014_item_06_hra_business_plan_2014_2044_and_housing_asset_management_strategy_2014_2019/Cab%2025%20September%202014%20Item%2006%20HRA%20Business%20Plan%202014-2044%20and%20Housing%20Asset%20Management%20Strategy%202014-2019.pdf

Exempt - Future Arrangements for the Delivery of Planned Works, Voids, and Associated Works.

Housing Revenue Account Business Plan 2021-2052 and Asset Management Strategy Framework

[Agenda for Cabinet on Thursday, 10th February, 2022, 6.00 pm - Charnwood Borough Council \(moderngov.co.uk\)](#)

Officer to contact: Peter Oliver
Director of Housing and Wellbeing
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Peter.oliver@charnwood.gov.uk

Part B

1. Background

1.1 Each year the Cabinet approves an investment programme for the housing stock.

1.2 The Council has recently changed its delivery model for planned investment, moving away from delivery of multiple workstreams through a single managing contractor, to a model based on delivery through multiple dedicated specialist contractors. As a result of this round of procurement, distinct contracts are now in place for:

- Heating
- Electrical testing
- Roofing
- Major adaptations
- Kitchens, bathrooms, voids, and major structural works
- Estate and communal area improvements

1.3 All of the above contracts are mobilised or mobilising, and practical delivery of kitchens, bathrooms, and heating systems in tenants' homes is taking place. Proposed volumes for next year can be found at Appendix 2. Delivery levels are expected to ramp up over the remainder of 2023/24 and into 2023/24. Contract execution for a new doors and windows contractor is imminent.

The Council has a range of further contracts in place to deliver the other workstreams set out at Appendix 1.

2. Stock Condition Survey and 2023-2028 Asset Management Strategy

2.1 Despite the impact of Covid-19 and a break in capital delivery, the recently completed stock condition survey has not identified a significant condition based backlog of works around (for example) kitchen and bathroom replacement. Levels of capital delivery are however expected to increase significantly in around six years time as components come to the end of their life.

2.2 The Asset Management Strategy identifies that going forward a five year investment plan should be introduced to provide greater consideration and visibility of works in the medium term, along with a review of the Charnwood standard (an enhanced decent homes standard) with residents to see whether it remains appropriate in the context of wider investment priorities.

2.3 In the interim, delivery is needed to improve properties identified through the stock condition survey as needing work, to prevent properties from becoming non-decent, and to maintain the Charnwood Standard, an existing policy commitment.

3. Acquisition of Properties to Meet Housing Need

3.1 In June 2013, the Council entered into an agreement with the government to retain funding from the sale of Council properties (1-4-1 Right to Buy receipts) on the basis that this funding is used to increase the supply of affordable housing for rent. The Council has five years to use the receipts which can be used to fund 40% of

the cost of developing/acquiring properties for Affordable Housing. Any funding not spent within five years of receipt must be returned to the Government and interest paid. The balance of funding (60%) to acquire properties is from the Council's Housing Revenue Account.

3.2 The Council's available housing stock has reduced due to the sale of properties under the right to buy. A sum of £1,123,800 has therefore been included in the programme to acquire more properties to meet housing need.

Appendices

Appendix 1 - Housing Capital Programme 2023/24

Appendix 2 - Programme for Kitchens, Bathrooms, and Heating

Appendices

Appendix 1 - Housing Capital Programme 2023/24

Code	Stream	Original Plan	Current Budget	Proposed Housing Capital Programme Budget for 2023-2024	Comment
		£	£	£	
Z761	Major Adaptations	450,000	450,000	450,000	
Z301	Minor Adaptations	50,000	50,000	50,000	
Z302	Stairlifts	60,000	60,000	60,000	
Z762	Major Voids	280,000	280,000	280,000	
	<u>Compliance</u>				
Z434	Asbestos Removal	100,000	100,000	150,000	More asbestos removal is expected to take place in parallel with programmes.
Z771	Communal Area Improvements	75,200	75,200	150,000	More work expected to take place following work commencement in Q4 22/23
Z742	Communal Area Electrical Upgrades	68,000	68,000	68,000	
Z772	Smoke/CO & Heat Detection	149,800	149,800	50,000	Programme in progress this year, therefore less work expected in 23/24.
Z773	Fire Safety Works	100,000	100,000	100,000	
	<u>Stock Maximisation</u>				

Z375	Garages	370,000	370,000	50,000	Garage review to be completed in 2023/24 to inform future investment.
	<u>Decent Homes</u>				
Z763	Kitchens	837,000	567,400	1,396,000	Updated to reflect the programme and current schedule of rates costs.
Z764	Bathrooms	957,700	957,700	1,743,800	Updated to reflect the programme and current schedule of rates costs.
Z765	Electrical Upgrades	505,300	505,300	150,000	The testing programme is not resulting in a significant re-wire need.
Z766	Window Replacement	44,800	44,800	426,000	Updated to reflect the programme.
Z767	Heating	504,000	504,000	543,000	
Z743	Sheltered Housing Improvements	100,000	369,600	300,000	Includes digital upgrade costs, and planned improvements at some sheltered accommodation units to increase letability.
Z871	Redevelopment Sheltered Accommodation - St Michael's Court, Thurmaston	0	2,000,000	2,000,000	
Z768	Door Replacement	700,000	700,000	700,000	
Z769	Roofing Works & Insulation	250,000	250,000	650,000	

Z770	Major Structural Works	250,000	250,000	400,000	
	<u>General Capital Works</u>				
Z776	Estate and External Works	200,000	200,000	200,000	
Z857	Housing Capital Technical Costs	312,000	438,100	438,100	
Z378	Door Entry Systems	27,000	27,000	200,000	
Z760	Acquisition of Affordable Housing to meet housing need	1,123,800	1,123,800	1,123,800	
Z851	Acquisition of Dwellings - S106	0	0	0	
Z775	Mobility Scooter Storage	15,000	15,000	15,000	
	Housing & Wellbeing - HRA - Total	7,529,600	9,655,700	11,693,700	

Appendix 2 - Proposed Programme for Kitchens, Bathrooms, and Heating

Stream	Proposed Programme for 2023/24 (number of components replaced)
Kitchens	200
Bathrooms	200
Level Access Shower	120
Heating	302

CABINET – 9TH MARCH 2023

Report of the Head of Planning and Regeneration Lead Member: Councillor Richard Bailey

Part A

CHARNWOOD LOCAL DEVELOPMENT SCHEME 2023

Purpose of Report

To seek approval of the revised Local Development Scheme (LDS) so that the programme for the preparation of planning documents for Charnwood is agreed.

Recommendations

1. That the revised programme for the preparation of local development documents as set out in the Local Development Scheme attached to this report be approved;
2. That the Local Development Scheme comes into effect and is published by Friday 30 March 2023; and
3. That authority is delegated to the Head of Planning and Regeneration in consultation with the Lead Cabinet Member for Planning to make any minor typographical/graphical amendments to the Local Development Scheme prior to its publication.

Reasons

1. To ensure that the Local Development Scheme provides a realistic programme for the preparation of development plan documents.
2. To meet the requirements of Section 15 of the Planning and Compulsory Purchase Act (2004), as amended by the Localism Act 2011 and the Town and Country Planning (Local Development) (England) Regulations 2004 (as amended by the Town and Country Planning (Local Development) (England) (amendment) Regulations 2008, 2009 and 2012.
3. To enable the timely publication of the revised Local Development Scheme.

Policy Justification and Previous Decisions

The Local Development Scheme (LDS) is a statutory document that sets out the programme for the production of the Charnwood Local Plan. The last LDS was published in April 2022 following Cabinet approval on 10 March 2022 (minute 93 s93/40 refers).

The Local Plan is an important tool that contributes the delivery of key elements of the Corporate Strategy and its vision for the Borough, particularly in relation to the themes 'Caring for the environment', 'Healthy communities' and 'A thriving economy'.

An up-to-date local plan serves as a mechanism to encourage new jobs and businesses, ensure that growth in homes and infrastructure benefits residents, and to protect the environment for future generations. It will also support the Council's work to increase tourism and support initiatives to help our towns and villages to thrive and provide sports facilities and green spaces.

The legislative provisions for the Local Plan are set out in the Planning and Compulsory Purchase Act 2004 and the Localism Act 2011. Further regulation is provided by the Town and Country Planning (Local Development) (England) Regulations 2004. Amendments to the 2004 Act and Regulations in 2008, 2009 and 2012 provide further specificity around the requirements for LDS and Local Plan production. The Localism Act 2011 requires the LDS to be made available to the community and other interested parties so they understand what policy work will be done and when it is programmed to take place. This then helps them to time their own activities around engagement and promote their objectives at the appropriate time.

The form and content of local plans are shaped by the National Planning Policy Framework (NPPF) and Planning Practice Guidance (PPG) as appropriate.

Implementation Timetable including Future Decisions and Scrutiny

A revised version of the LDS is attached in the appendix and covers the three-year period until 31 March 2026 and would come into effect before the end of March 2023. The programme responds to the strategic planning matters for Leicester and Leicestershire and allows for local development need and supply factors to be considered over an appropriate timescale. The programme is necessary to set out the next stages in the preparation of local planning policy for Charnwood.

Development Plan Documents must be based on credible and robust evidence if they are to be found 'sound'. The revised LDS includes a programme that focuses on the preparation of a Local Plan for Charnwood in this context. The LDS also signals the intention to prepare two Supplementary Planning Documents (SPD) to inform decision-taking. The first of these being revised guidance on meeting housing needs – specifically relating to affordability, mix, tenure, and specialised residential accommodation (including purpose-built student accommodation). The other proposed SPD relates to the implementation of the Council's approach to securing biodiversity net gain from new development.

Report Implications

The following implications have been identified for this report.

Financial Implications

Provision has been made in the budget for 2023/24 for the work required on the final elements of the evidence base, examination, possible public consultation on modifications (to the new Plan) and adoption to enable work identified by the LDS to progress during the first year. The potential costs of the detailed programme of activity under years two and three will be identified ahead of the appropriate budget setting periods, considering the relevant LDS review and prevailing

circumstances. These will be identified as one-off budget pressures in the relevant budget rounds where necessary in line with normal working practice.

The total costs of producing a Local Plan consist of the consultancy costs and establishment staff costs over the period of plan preparation and the costs of the Planning Inspectorate. These costs are met by existing budgets. Members should be aware that the Local Plan draws on staff resources from across the Council, including the CEO and Director, and that staff in the Planning and Regeneration Service are engaged in other tasks, so it is difficult to establish exact Local Plan programme costs.

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	Overall Risk	Risk Management Actions Planned
Failure to publish a Local Development Scheme prejudices the effective programming of planning documents and the timely preparation of a sound Local Plan.	Unlikely (2)	Significant (2)	Low (4)	Maintain effective project management through the LDF Project Board

Key Decision:

Yes

Background Papers:

None

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Part B

Background

1. Local planning authorities are required to prepare a Local Development Scheme (LDS) setting out a 3-year programme for the preparation of local development documents and to keep it under review.
2. The Council adopted its first LDS in October 2005 and revisions have been made in every year since. The LDS is now reviewed on an annual basis and presented to Cabinet.
3. The review of the LDS sets out the programme for preparing a Local Plan and signals the intention announced in the Core Strategy to prepare two further supplementary planning documents. It is essential that work on the Local Plan continues to be given high priority to maintain a positive planning framework for growth and to engage positively in strategic planning matters for Leicester and Leicestershire.

Progress made on the Local Plan

4. Following the adoption of the Core Strategy in November 2015, the 2016 LDS signalled the commencement of a single Local Plan to cover the period to 2036 (now extended to 2037) to respond to the Leicester and Leicestershire Strategic Growth Plan and the government's priority to significantly boost housing delivery.
5. Consultation on the Draft Charnwood Local Plan took place in November and December 2019. Based on information supplied by the Planning Inspectorate the previous LDS (April 2022) anticipated a local plan examination process comprised of hearing sessions during Summer 2022; consultation on major modifications during late-Summer 2022; the publication of the Inspectors' Report during Autumn 2022; and adoption of the Local Plan during December 2022/ January 2023.
6. Initially the examination programme proceeded in accordance with the previous LDS (April 2022) – with a three-week block of hearing sessions programmed to take place during June-July 2022. However, upon commencement, the Inspectors determined that for procedural reasons it was necessary to pause the Sessions. This was because the Borough Council had during the opening day stated their intention to respond positively to the apportionment of some of Leicester City's unmet housing and employment needs incorporated into the draft Local Plan.
7. The pause in the examination concluded with an additional set of Hearing Sessions during October 2022 to discuss the apportionment of Leicester City's unmet needs and the implications for the housing and employment needs. The successful conclusion of these additional Sessions has allowed for the examination to resume, with the Hearing Session that had originally been planned for Summer 2022 now taking place during February 2023. For this reason, it is necessary to review the LDS.

8. The proposed programme for the preparation of the new Local Plan is:
- Resumption of Examination in Public hearing sessions – February 2023
 - Inspector's report published – July 2023
 - Adoption of Local Plan – September 2023
9. Following the scheduled resumption of the examination Hearing Sessions, the latest version of the LDS (March 2023) seeks to identify a reasonable and deliverable timetable. The new LDS anticipates that subject to the February 2023 Hearing Sessions concluding successfully the Inspectors could be able to invite the Borough Council to consult on major modifications during late Spring/early Summer 2023, with the reasonable expectation that the Inspectors could publish their report during Summer 2022. This could allow for the Borough Council to adopt the new Local Plan during September 2023.
10. The management of the Local Plan examination falls with the Planning Inspectorate and the appointed Inspectors area of control; consequently, there is scope for the anticipated milestones to change. This is evidenced by the delay that the process has already experienced. Although the Borough Council has limited influence on these factors, it nevertheless continues to seek to minimise the potential risk of delay.
11. The Local Plan programme has been amended since the publication of its original LDS. This has previously taken account of significant extra work to overcome infrastructure constraints, and to respond to representations on the Draft Local Plan. Revision to the LDS have also been made alongside pressure from competing priorities particularly related to supporting Neighbourhood Planning, supporting the delivery of strategic developments, and contributing to and influencing strategic planning matters.
12. The programme for the LDS will be monitored through the Authority Monitoring Report. Managing performance against this programme is important given community and stakeholder expectations and powers available to the Secretary of State to intervene in poor performing authorities.

Supplementary Planning Documents (SPD)

13. The LDS identifies two SPDs to be prepared during the three-year period. The two SPDs proposed under this LDS seek to provide additional planning policy guidance firstly on housing and secondly in relation to biodiversity. Both documents are linked and dependent upon parent policies contained within the new Charnwood Local Plan. Although it will be possible to initiate and commence work on these SPDs during the first year of the new LDS, their latter stages, particularly public consultation, will need to take place post-adoption of the new Local Plan.
14. The proposed new Housing SPD will seek to inform and provide guidance to decision-taking in relation to proposals that meet specific aspects of the Borough's housing need. The scope of this SPD will be guided by the Borough Council's corporate priorities and the evolving decision-taking experience. It is anticipated that it will include guidance on housing mix of size and tenure,

specialised forms of housing, space standards, and the delivery of new affordable homes.

15. New proposals coming through the development management process – particularly those relating to highly specialised forms of residential accommodation – have accelerated the need for the new Housing SPD. This was acknowledged by the Borough Council's Local Plan Project Board, who suggested that the LDS prioritise work on this SPD. Work on the SPD could commence during Spring 2023. This could focus upon evidence base production and those areas of housing policy that have passed uncontested through the Local Plan examination. This would prepare the way for expanding the scope of work as the Local Plan gains weight as the process progresses towards adoption. Based on the anticipated Local Plan timeline this could provide an opportunity for public consultation during the end of 2023 and formal adoption of the SPD during early 2024.
16. The proposed new Biodiversity SPD will seek to provide guidance on how the Borough Council will secure compensation for the loss of biodiversity from development sites. It will build and expand upon an existing interim guidance document that was adopted to support decision-taking during Summer 2022. Whilst the latter document is useful and is being used to extract appropriate contributions from new development, it did not include public consultation and critically is linked to policy contained within the Core Strategy rather than new Local Plan. Consequently, it is highly desirable that the proposed new Biodiversity SPD be prepared as a replacement.
17. In addition to being dependent upon the adoption of the new Local Plan, the proposed Biodiversity SPD will also be informed by the enactment of the Environment Act 2021, which is anticipated to come into force from 1 November 2023. The Act is an important milestone for the preparation of the SPD as it will require mandatory biodiversity net gain, introduce statutory environmental targets, and set out the future of retained EU Law. This will embed environmental protection and enhancement into national planning policy. Nevertheless, preparation of the new Biodiversity SPD could be initiated over the second half of 2023, which would allow for work to accelerate following the enactment of the Act.
18. In respect of the two new SPDs, the Cabinet is advised that proposed changes to national planning policy may require the Borough Council to revisit how these documents are prepared. Current national planning policy allows local planning authorities to prepare supplementary guidance to (parent) policies contained in Local Plans. However, recent proposals seek to remove this ability – replacing it with “supplementary plans”. Critically, their plan-making process, in respect of engagement, examination and adoption, is unknown. The timetable for introducing these changes is unclear. The current consultation states that these changes will be introduced as a component of wider reaching under the “reformed planning system”. Current intelligence suggests that this is planned to commence during late 2024. Should that be the case, the proposed transitional arrangements would allow the Borough Council to commence, consult upon and where it is possible adopt new SPDs prior to the introduction of the reformed planning system. This could provide them with a lifespan

running parallel with the new Local Plan – which is anticipated to be at least until 2028.

Appendices

Appendix: Charnwood Local Development Framework Local Development Scheme – March 2023 to March 2026

CHARNWOOD LOCAL PLAN
LOCAL DEVELOPMENT SCHEME

MARCH 2023 TO MARCH 2026

MARCH 2023

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1. Introduction

- 1.1. The Charnwood Local Development Scheme sets out the Borough Council's programme for the preparation and production of the new Charnwood Local Plan, supplementary planning documents and other related documents that support the delivery of planned-for growth across the Borough.
- 1.2. Local plans are the key to delivering sustainable development that reflects the vision and aspirations of local communities. They set the development strategy and policies for delivering the vision of the area. Having an up-to-date local plan is important because applications for planning permission must be determined in accordance with the development plan unless material considerations indicate otherwise. In this respect, local plans provide clarity for development proposals and a degree of predictability for the community.
- 1.3. Charnwood Borough Council is committed to maintaining an up-to-date local plan in accordance with National Planning Policy Framework. The programme set out in this Local Development Scheme covers the period from 2023 until 2026. It identifies the stages the Local Plan will go through and the timetable for key activity.

2. Local Plans

- 2.1. The current development plan for Charnwood is made up of the Core Strategy (2015) and the detailed 'saved' policies from the Borough of Charnwood Local Plan (2004)¹. The Core Strategy sets the strategic planning framework for Charnwood for the period 2011-2028.
- 2.2. Whilst the proposals in the Core Strategy provide for the period up to 2028, and the strategic growth sites contained within it will continue beyond 2028, the Council has a duty to maintain an up-to-date local plan. Consequently, the Council is preparing a single Charnwood Local Plan document to replace the Core Strategy and to replace the remaining 'saved' policies from the Borough of Charnwood Local Plan.
- 2.3. The Local Plan also identifies the need to prepare Supplementary Planning Documents to provide guidance on how certain policies should be interpreted and implemented. These are included in this programme.
- 2.4. Progress made on the Charnwood Local Plan is published each year in the Council's Authority Monitoring Report, which provides details on the Borough Council's performance in meeting the objectives set out in this Local Development Scheme.
- 2.5. The planning system uses a raft of technical names for different documents and the status they enjoy. Although every attempt has been made to avoid technical terminology there are occasions where names which have a legislative meaning are used. Where this is the case a glossary of terms is provided at Appendix C to assist the reader. The relationship between different documents is shown in Appendix A.

¹ The minerals and waste local plans prepared by Leicester City and Leicestershire County Councils, and made neighbourhood plans, also form a part of the development plan for Charnwood

3. Programme of work for 2023 - 2026

Local Plan

- 3.1 The Borough Council's immediate priority within the three-year period is to conclude the examination of the new Local Plan; to have it found sound; and subsequently have it adopted.
- 3.2 The emerging new Local Plan builds upon the strategy contained within the Core Strategy, setting out the strategic and detailed policies to deliver the Borough Council's vision for Charnwood up to 2037. It takes account of the commitments for housing, employment, and other developments across Charnwood, including the existing strategic allocations for Sustainable Urban Extensions and the Loughborough University Science and Enterprise Park. It identifies and allocates further sites in the borough needed to meet the needs of the community, including specific site allocations for development, and designations that reflect special character or that require protection. It also sets out specific planning policies and criteria against which planning applications for the development and use of land and buildings will be considered. The emerging new Local Plan will include a policies map for the whole Borough. Full details of the new Plan, its progress and its process milestones are set out under Appendix B.
- 3.3 The emerging new Local Plan responds to the Leicester and Leicestershire Strategic Growth Plan which has been prepared and approved by all ten partner organisations. The Strategic Growth Plan was approved by the Borough Council on 5th November 2018.
- 3.4 Early public consultation was undertaken on the scope of the new Local Plan in 2016, in accordance with Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012. During April 2018 further public consultation was undertaken on the issues and options available for the new plan. This was entitled 'Towards a Local Plan for Charnwood'. A Draft version of the new Local Plan was prepared and consulted upon during November 2019. Subsequently, the Borough Council prepared a Pre-submission version of the Local Plan. This was the subject of public consultation, in accordance with Regulation 19 of the Regulations, during Summer 2022. A copy of the Pre-submission draft Local Plan is available to view on the [Borough Council website](#).
- 3.5 Following the close of the public consultation on the Pre-submission version, the Borough Council formally submitted the draft Local Plan to the Secretary of State for the purpose of examination in public on 3 December 2021. The new Local Plan had been scheduled to be examined in public through hearings sessions that were due to place during June-July 2022.

Leicester and Leicestershire Strategic Growth Plan

- 3.7 Charnwood is part of a wider housing market area that covers Leicester City and all the other Leicestershire authorities. This provides the context under which local planning authorities across the area can work together to understand the need for new homes and jobs with the objective of meeting these needs through their local plans in a coordinated way. A Strategic Growth Plan has been prepared which sets out the number of homes and jobs needed and the agreement on their distribution across Leicester and Leicestershire between 2011 and 2050. A Strategic Growth Statement was published in Summer 2016 and a draft plan was the subject of consultation in Spring 2018. Following consultations with residents, businesses, organisations, and other key stakeholders the Growth Plan was approved by all councils at a series of meetings held during November and December 2018.
- 3.8 The relationship between the Charnwood Local Plan and the Strategic Growth Plan is an important one, as the Local Plan takes its lead from the Growth Plan's broader strategy – particularly in terms of the numbers of new homes and jobs required in Charnwood. The development strategy for Charnwood is a key component of the Local Plan and can only be identified and tested now the Strategic Growth Plan has been approved. The Borough Council will continue to be engaged in this strategic work during the period covered by this Local Development Scheme. This includes the preparation of a Statement of Common Ground between the Borough Council and the other Leicestershire councils. The relationship between the Charnwood Local Plan and the Strategic Growth Plan is recognised in the risk assessment in Section 5.
- 3.9 The draft Statement of Common Ground and the associated Housing and Economic Needs Assessment were the subject of a report considered by the Member Advisory Group 27 April 2022. This sought agreement on the content of the Statement, in relation to the approach apportioning unmet need across the County and recommended all local authority partners take the Statement through their governance processes. Following this, the Statement is subsequently passing through the respective governance arrangements of the partner authorities. The Statement was considered and agreed by the Borough Council's Cabinet on 9 June 2022.

Local Plan Programme to Adoption

- 3.10 The Borough Council becoming a signatory of the Statement of Common Ground had a consequential impact upon the Charnwood Local Plan process. The previous Local Development Scheme had envisaged the Local Plan Examination hearing sessions to take place during Summer 2022. However, upon commencement, the Inspectors immediately determined that for procedural reasons it was necessary to pause the Sessions. This was because the Borough Council had during the opening day on 28 June 2022 stated the intention to respond positively to the apportionment of some of Leicester City's unmet housing and employment needs, as per the agreement through the Statement of Common Ground.
- 3.11 The pause in the examination concluded with an additional set of Hearing Sessions during October 2022 to discuss the apportionment of Leicester City's unmet needs and the implications for the Borough's housing and employment needs. The successful conclusion of these additional Sessions allowed for the examination to

resume, with the Hearing Session that had originally been planned for Summer 2022 taking place during February 2023.

3.12 Based on information available to the Borough Council a reasonable timetable for progressing the new Local Plan through to the completion of the examination and on towards adoption is:

- Examination hearing sessions conclude – February 2023
- Publication of Inspectors' Final Report – July 2023
- Adoption – September 2023

3.13 The suggested timeline assumes that the examination hearing sessions are completed successfully within their scheduled dates and that the process subsequently moves toward consultation on modifications without any further impediment. Should that be the case it is reasonable to assume a period of six months between the conclusion of the hearings and adoption.

3.14 Following the successful adoption of the new Local Plan the Borough Council will have an opportunity to reflect upon the outcomes from the examination process in terms of how it proceeds with its plan-making responsibilities across the remainder of the period covered by this Local Development Scheme. It is anticipated that at that point in time there will be further clarity on the scope and nature of the proposed changes to the national planning system.

Supplementary Planning Documents

3.15 The role of Supplementary Planning Documents (SPDs) is to provide guidance on how existing planning policy should be used and interpreted when developing proposals and taking decisions on planning applications. The Core Strategy generated the production of two SPDs, which provided additional guidance on the implementation of its design and housing policies. Following the adoption of new Charnwood Local Plan, it is anticipated that these two SPDs will fall away, as the parent policies contained within the Core Strategy will have been superseded. The new Local Plan includes policies relating to the design of new development. It also incorporates, under an annex, much of the key guidance on how these policies will be implemented through decision-taking. On that basis, it is not currently anticipated that there will be an immediate need for additional supplementary guidance on design matters. Consequently, the Local Development Scheme does plan for this eventuality during its life span. Nevertheless, the Borough Council will closely follow the development of national policy in relation to the preparation of local Design Codes. Current guidance suggests that design codes should either be included within local plans or prepared as SPDs. Regardless of the format, the Borough Council will ensure that, should they become necessary that they are based on effective community engagement and reflect local aspirations for the development of their area.

3.16 There are two new SPDs identified for preparation and production over the three-year period covered by the Local Development Scheme. These seek to provide additional planning policy guidance firstly on housing and secondly in relation to biodiversity. Both documents are linked and dependent upon parent policies

contained within the emerging new Charnwood Local Plan. Although the Borough Council is initiating their preparation and production during the first year of the new Local Development Scheme, their latter stages, particularly public consultation, will need to take place after the formal adoption of the new Local Plan has taken place. Consequently, those latter stages are anticipated to take place post-September 2023 at the earliest.

- 3.17 The first of the new SPDs will focus on Housing issues. It will seek to inform and provide guidance to decision-taking in relation to proposals that meet specific aspects of the Borough's housing need. Its full scope will be guided by the Borough Council's corporate priorities and the evolving decision-taking experience. It is anticipated that it will include guidance on housing mix of size and tenure, specialised forms of housing, space standards, and the delivery of new affordable homes. For example, the SPD could consider the introduction and delivery of First Homes and other similar products and how these can be incorporated into the delivery of planned-for growth so that they effectively meet genuine local need.
- 3.18 The Borough's dynamic growth environment, particularly in respect of new residential development proposals, has accelerated the need for the new Housing SPD. Consequently, the Local Development Scheme proposes a timetable that anticipates initial work on the SPD could commence during Spring 2023. This could upon evidence base production and those areas of housing policy that have passed uncontested through the Local Plan examination. This would prepare the way for expanding the scope of work as the Local Plan gains weight as the process progresses towards adoption. Based on the anticipated Local Plan timeline this could provide an opportunity for public consultation during the end of 2023 and formal adoption of the SPD during early 2024.
- 3.19 The proposed new Biodiversity SPD will seek to provide guidance on how the Borough Council will secure compensation for the loss of biodiversity from new development proposals. It will build and expand upon an existing interim guidance document that was adopted to support decision-taking during Summer 2022.
- 3.20 The increasing importance of biodiversity in place-making has generated the need for new guidance that sets out how the Borough Council implements net-gain, and where necessary off-setting through decision-taking. Guidance will initially seek to support Core Strategy Policy CS13 Biodiversity and Geodiversity. Upon adoption of the new Local Plan, it is anticipated that guidance will be updated to support the objectives of proposed Local Plan Policy EV6 Conserving and Enhancing Biodiversity and Geodiversity.
- 3.21 The introduction of the new Biodiversity SPD will be informed by the enactment of the Environment Act 2021, which is anticipated to come into force from 1 November 2023. The Act is an important milestone for the preparation of the new SPD as it will require mandatory biodiversity net gain, introduce statutory environmental targets, and set out the future of retained EU Law. Nevertheless, preparation of the new Biodiversity SPD could be initiated over the second half of 2023, which would allow for work to accelerate following the enactment of the Act.
- 3.22 A reasonable timetable milestones for progressing the new SPDs are:

Housing SPD

- Initial drafting/ targeted consultation Spring-Summer 2023
- Local Plan adoption September 2023
- Public Consultation Autumn-Winter 2023/ 24
- Adoption Winter-Spring 2024

Biodiversity SPD

- Initial drafting Summer 2023
- Local Plan adoption September 2023
- Environment Act enactment November 2024
- Public Consultation Spring 2024
- Adoption Summer 2024

Statement of Community Involvement

- 3.22 A Statement of Community Involvement (SCI) sets out how a Council intends to consult and involve the community in the preparation and review of local development documents and in development management decisions. The Charnwood SCI was adopted in January 2021. The latest version of the SCI is informed by experiences gained during the pandemic. These include the potential for hybrid mechanisms for consultation and engagement with residents and communities; such as the optimal use of virtual platforms. The Borough Council will continue to use such experiences to inform how it effectively engages with residents and communities to ensure that such engagement is inclusive and safe.

Neighbourhood Development Plans

- 3.23 The Localism Act makes provisions for Neighbourhood Development Plans to be prepared. More commonly referred to simply as Neighbourhood Plans, they are a community-led document initiated through a Parish/Town Council or Neighbourhood Forum and ultimately adopted by the Council as part of the development plan.
- 3.24 Several parishes have or are in the process of producing Neighbourhood Plans. The Council provides support to Neighbourhood Forums to help them prepare these plans and will work with Town and Parish Councils and other designated groups to accommodate this work within the existing and emerging policy framework. This Local Development Scheme does not prescribe a timetable for those documents as they are community led by the appropriate Neighbourhood Forum and not Charnwood Borough Council. However, within the period covered by this Local Development Scheme significant work is anticipated for at least two Neighbourhood Plans for Anstey and for Cossington. These plans have the potential to join the Neighbourhood Plans for Barrow upon Soar, Queniborough, Quorn, Rearsby, Rothley, Sileby, The Wolds Villages, Thurcaston and Cropston, Thrussington and Woodhouse as being 'made' by the Council and forming part of the development plan for the relevant parish area.

- 3.25 Due to the external community-led nature of neighbourhood plan production, the project management of the Borough Council's involvement can become reactionary, which may introduce risks in relation to available resources. The Borough Council will seek to manage such risks by maintaining good communications with the existing and potential neighbourhood forums to ensure that there is appropriate intelligence on emerging and in-progress neighbourhood plans. Where possible the Borough Council will seek to manage neighbourhood planning processes to minimise conflict with its own plan-making activities.
- 3.26 Whilst the Borough Council has a duty to provide a degree of technical and administrative support to neighbourhood forums, these responsibilities do not normally require the publication of supporting evidence or guidance. However, it is possible that the Borough Council may be called-upon to prepare information that aids forums in their plan-making activities. For example, this may include the publication of indicative housing requirements or information on how localised, neighbourhood level, requirements could be prepared. Where such actions are necessary the Borough Council will ensure that the information is consistent and can be utilised by all forums as part of their plan-making activities.

4. Project Management and Resources

- 4.1. The Local Plan is managed day to day by the Group Leader of the Plans, Policy and Place Making Group under the direction of the Head of Planning and Growth. The Local Development Framework Project Board (LDF Board) provides oversight and is made up of the Chief Executive, the Director Customer Experience, the Cabinet Lead Member for Planning and the Leader of the Council.
- 4.2. The Planning Policy Team provides the bulk of the Council's resource to progress the Local Plan but specialist expertise is drawn from across the Plans, Policies and Place-making Group and elsewhere across the Service when required. The close relationship between the Local Plan and the Council's corporate priorities allows additional support to be drawn from across the Council on specific corporate activities.
- 4.3. Budgetary provision is sought on an annual basis based on the Service Delivery Plan and Local Development Scheme programme. Specific costs relating to the submission of documents and the Examination process are identified in the Council's Medium Term Financial Plan.
- 4.4. The challenge of delivering growth is recognised. The Council is delivering the Local Development Scheme in a project managed environment, supported by appropriate resources.

5. Risk Assessment

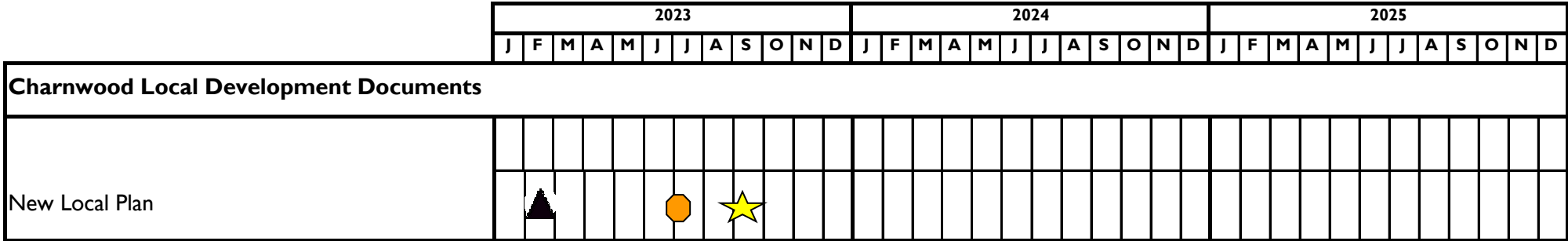
- 5.1. An assessment has been carried out of the factors that could affect the ability of the council to deliver the Local Plan in accordance with the indicated programme. Actions to manage these risks have been identified.

Risk Identified	Likelihood/Impact	Management Action
Programme slippage	<p>Medium/Medium</p> <p>The Council is expected to meet the milestones in the Local Development Scheme. Failure to deliver against the key milestones will be damaging to the reputation of the local planning authority and the absence of up to date planning policies will hamper the realisation of the Council's vision and lead to unplanned developments in the Borough. The deadlines for preparing the Local Plan are very challenging given the emphasis on community engagement and the potential for development industry interest.</p>	<p>The Local Development Framework Project Board will carefully monitor progress and give priority to achieving the key milestones set out in the Local Development Scheme.</p>
Staff resources	<p>Low/High</p> <p>The Planning Policy Team currently has a stable and experienced staff resource. However, staff changes will impact on the production of the Local Plan.</p>	<p>Ensure that sufficient staff resources with the necessary experience and expertise are available for the production of the Local Plan, supplementary planning documents and manage competing work priorities, utilising agency resources as required</p>
Financial resources	<p>Low/High</p> <p>Sufficient financial resources are required to prepare the Local Plan and supplementary planning documents including for consultancy support, consultation and the examination process.</p>	<p>Ensure the Local Development Scheme informs the council's Medium Term Financial Plan.</p>
Competing work priorities	<p>High/Medium</p> <p>The Planning and Regeneration Service is involved in a wide range of spatial policy work. Work to implement the Core Strategy, engage and support the Strategic Growth Plan, Neighbourhood Plans and any major unplanned</p>	<p>The high priority of the Local Plan is recognised and at certain times other work will have to take a much lower priority. Where this is not possible consideration is given to outsourcing work to other local planning authorities or consultants.</p>

Risk Identified	Likelihood/Impact	Management Action
	developments will weigh heavily on staff resources especially with respect to appeals.	
Level of public interest cause delays	Medium/High Public interest in the Local Plan has been high during previous consultations.	Resources are drawn from across the Planning and Regeneration Service at appropriate times to ensure representations are dealt with.
Lack of capacity of statutory agencies to respond and/or engage	Low/High Decisions taken nationally to change the resources of statutory agencies, and their capacity to manage local plan consultations and other work, may cause delays to the programme	The Local Development Scheme provides forward notice of the council's Local Plan programme. Maintain contact with key agencies to minimise prospect of slippage
Change in national policy/legislation	Medium/High Changes to the statutory process or new substantive policy which affects the content and direction of local policy preparation and decisions may cause delays to the programme.	The Council will continue to monitor the evolution of the proposed Levelling-Up and Regeneration Bill, which seeks to introduce wide-ranging changes to national planning policy and the planning system. Where opportunities present themselves the Borough Council will engage in consultation and when appropriate lobby Government for changes that will benefit plan-making and decision-taking across the Borough. Where changes are introduced, the Local Development Scheme will be amended accordingly to reflect new processes.
Slippage in strategic evidence/planning or Duty to Cooperate Matters	Medium/High Strategic evidence for homes, jobs and transport will help define the relationship between Charnwood and the wider housing market area and the role of the Charnwood Local Plan. Any delays to this strategic work may cause Duty to Cooperate issues and cause	The Council will be represented in this strategic work and will carefully monitor and give priority to managing any impacts on the key milestones set out in the Local Development Scheme. A Statement of Common Ground is currently being prepared with the other authorities in the

Risk Identified	Likelihood/Impact	Management Action
	delays to the programme.	HMA.

6. Programme Chart



KEY:

Hearing Sessions

Inspector's Report Published

Adoption

Appendix A: Charnwood Local Plan and Supporting Documents



Appendix B: Local Plan Profile

Overview	
Title	Charnwood Local Plan
Role and content	<p>Sets out the strategic policies to deliver the Council's vision for Charnwood up to 2037 within the strategic framework set by the Strategic Growth Plan 2011 - 2050</p> <p>Addresses the spatial implications of strategies prepared by other key bodies including the Strategic Growth Plan for Leicester and Leicestershire to be prepared jointly by the local authorities for the area.</p> <p>Identifies land use sites needed to meet development needs to 2037.</p> <p>Sets out specific criteria against which planning applications will be considered.</p> <p>Provides land use designations for the protection and management of natural resources.</p> <p>Includes a proposals map on ordnance survey base to identify specific policies and proposals for development or use of land.</p>
Coverage	Borough wide
Status	Development Plan Document
Chain of Conformity	In accordance with legislation, case law and national planning policies.

Timetable	
Start	April 2016
Scoping and Issues (Regulation 18 ²)	July/August 2016
Draft plan consultation	November 2019
Publication (Pre-Submission Consultation) (Regulation 19)	July 2021
Submission (Regulation 22)	December 2021
Examination hearings (Regulations 23 and 24)	February 2023 (final sessions)
Adoption and publication of the DPD (Regulation 26)	September 2023

² In accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012

Management arrangements	
Organisational Lead	Head of Planning and Regeneration Services
Lead Officer	Group Leader Plans, Policies and Place-making
Management Arrangements	LDF Project Board; Cabinet and Full Council; Growth Advisory Group
Resources required	Charnwood Senior & Core Leadership Team; Planning and Regeneration Service; Housing Service; Neighbourhood Services; Open Space and Waste Service; Leisure and Culture Service; Finance and Property Services; Strategic Support Service; Leicestershire County Council including Highway Authority and Education Authority; Leicester City Council including Highway Authority and Education Authority.
Community and Stakeholder involvement	Parish and Town Councils, partner organisations, and others as identified in the Regulations and the Statement of Community Involvement.
Monitoring and review	Authority Monitoring Report

Appendix C: Glossary of Terms

Authority Monitoring Report (AMR) (formerly the Annual Monitoring Report)	An annual document that reports the progress made on plan preparation compared to the Local Development Scheme and the delivery of local plan policies including housing and employment delivery.
Core Strategy	A statutory planning document setting out the spatial vision and strategy for the Borough including key policies, proposals and strategic allocations to deliver the vision.
Development Plan Document (DPD)	Statutory documents prepared by the local planning authority with rigorous community involvement and consultation. They are subject to an examination in public by an independent Planning Inspector appointed by the Secretary of State.
Development Plan	Any adopted Development Plan Documents make up the Development Plan. Under the Planning Acts the Development Plan is the primary consideration in deciding planning applications.
Local Development Framework (LDF)	A binder of documents that provide the planning policies for the area.
Local Development Scheme (LDS)	A document that outlines the Council's three-year programme for preparing the Local Development Framework.
Local Plan	The plan for the development of the local area, drawn up by the local planning authority in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. Current core strategies or other planning policies, which under the regulations would be development plan documents, form part of the Local Plan. The term includes old policies which have been saved under the 2004 Act.
Neighbourhood Development Plan	The Regulatory title for a planning document which may be initiated and prepared by Parish and Town Councils or Neighbourhood Forums.

	Following robust consultation, independent examination and a local referendum they become 'made' (essentially adopted) by the Council as part of the statutory development plan. They are generally referred to as Neighbourhood Plans and must be prepared in general conformity with the Local Plan.
Spatial planning	A more comprehensive approach to town planning than simple 'land-use' planning, it coordinates the development and use of land with other policies and programmes to benefit places and how they function.
Statement of Community Involvement (SCI)	A document outlining the approach of the authority to involving the community in preparing planning policy and considering significant planning applications.
Strategic Growth Plan	A non-statutory planning document that sets out the spatial planning framework for Leicester and Leicestershire.
Supplementary Planning Documents (SPD)	Documents that provide guidance on how to use and interpret planning policies when developing proposals or taking decisions.
Sustainability Appraisal (SA)	An appraisal of the social, economic and environmental implications of a strategy, policies and proposals. Will ensure that proposals contribute to the achievement of sustainable development.
Sustainable development	Meeting our own needs without prejudicing the ability of future generations to meet their needs.

CABINET - 9TH MARCH 2023

Report of the Chief Executive Lead Member: Leader of the Council, Cllr Jonathan Morgan

Part A

CORPORATE DELIVERY PLAN 2023-24

Purpose of Report

To propose the Council's Corporate Delivery Plan for 2023-24.

Recommendations

1. That the 2023-24 Corporate Delivery Plan, appended to this report, be approved.
2. That delegated authority be given to the Chief Executive, in consultation with the Leader to make amendments to the Corporate Delivery Plan.

Reasons

1. To identify the Council's key activities and performance indicators for 2023-24 that support the objectives set out in the Corporate Strategy (2020-2024).
2. To allow minor corrections and amendments to be made in a timely manner prior to publication and throughout the 2023-24 Corporate Delivery Plan.

Policy Justification and Previous Decisions

Cabinet approved the Corporate Strategy (2020-2024), on 16 January 2020, as the longer-term vision for Charnwood. The Corporate Strategy will act as a guide to the development of future corporate strategies and plans and wider partnership working where appropriate.

This Corporate Delivery Plan is a one-year plan for 2023-24 which supports the delivery of the Corporate Strategy, by setting out both the key activities that services will undertake to deliver the objectives and the key corporate indicators that will be used to monitor progress.

This is the final year of the Corporate Delivery Plan of the 2020-2024 Corporate Strategy.

Implementation Timetable including Future Decisions and Scrutiny

If approved the Corporate Delivery Plan will be published and made available to the public and staff.

The performance indicators actions set out in the Corporate Delivery Plan will be reported on quarterly to the relevant scrutiny committees and an annual report will be published.

Report Implications

The following implications have been identified for this report.

Financial Implications

The Corporate Delivery Plan 2023-24 will be funded within the financial strategy and budget approved by Council. At this stage, on the basis of the financial strategy, the Corporate Delivery Plan 2023-24 does not have any additional financial implications.

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	Overall Risk	Risk Management Actions Planned
Further reductions in funding or income over the lifetime of the Corporate Delivery Plan may result in objectives not being delivered, impacting on customers	Unlikely (2)	Significant (3)	Moderate (6)	The outcomes will be monitored operationally by the Senior Leadership Team and reviewed regularly considering any potential changes.

Equality and Diversity

An overarching Equality Impact Assessment has been undertaken on the Corporate Strategy (2020-2024) to consider the overall impact on our communities. Subsequent Equality Impact Assessments will be undertaken on individual tasks and activities, if appropriate.

In supporting the Corporate Strategy (2020-2024), the Corporate Delivery Plan 2023-24 has a strong focus on activities and performance indicators which support residents' priorities and those areas that the Council recognises as requiring additional support; therefore, the Corporate Delivery Plan should be beneficial for many of those within the community who need us the most.

The overall impact of the Corporate Delivery Plan can be considered to be positive. However, it is important that as specific initiatives are undertaken to deliver the Corporate Delivery Plan that where appropriate they are assessed individually to ensure that the Council complies with its statutory duty to give due regard to the need to:

- Eliminate discrimination, harassment and victimisation and other conduct prohibited by the Act.

- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Encourage participation by people with disabilities in public life and take account of the disabilities of individuals, even when that involves treating people with disabilities more favourable.

Crime and Disorder

The Corporate Delivery Plan specifically covers crime and disorder under the second theme within the plan, “Healthy Communities.” The theme features an objective to “continue to work with partners to make our towns and villages safer places to live, work and visit.” This objective will focus on the work of the Council will be doing to reduce anti-social behaviour, reduce burglaries and reduce re-offending as well as reassuring residents and increasing confidence that effective action is being taken by the Council and its key partners in this area.

Sustainability

The Corporate Delivery Plan specifically covers sustainability under the first theme within the plan, “Caring for the Environment.” The theme features two objectives to “take action to become a carbon neutral organisation by 2040, to help tackle climate change” and “help protect our environment by using all powers available to tackle those who threaten it”. These objectives will focus on the work the Council will be doing to tackle support sustainability.

Key Decision:	Yes
Background Papers:	<p>Cabinet, 16th January 2020, Item 8, Corporate Strategy 2020-2024</p> <p>Cabinet, 12th March 2020, Item 7, Corporate Delivery Plan 2020-2021</p> <p>Cabinet, 11th March 2021, Item 9, Corporate Delivery Plan, 2021-2022</p> <p>Cabinet, 7th April 2022, Item 7, Corporate Delivery Plan 2022-2023</p>
Officer(s) to contact:	<p>Rob Mitchell Chief Executive 01509 634600 Rob.mitchell@charnwood.gov.uk</p> <p>Helen Gretton Head of the Transformation, Strategy and Performance (01509 634556)</p>

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Part B

Background

1. A Corporate Strategy for 2020-2024 was agreed by Cabinet on 16 January 2020. The Corporate Strategy was influenced by the priorities gathered from residents during consultation in autumn 2019 and verified by a further survey in autumn 2021.

Heading

2. This Corporate Delivery Plan, which covers 2023-24, is the third Plan of the new Corporate Strategy.
3. The Corporate Delivery Plan is structured in two parts: firstly, it includes an introduction from the chief executive and outlines the performance management framework at the council and the current financial statement; secondly, it outlines the activities and tasks which will support the objectives set out in the Council's Corporate Strategy.
4. Heads of Service completed the Corporate Delivery Plan by outlining the activities that they would be undertaking in the forthcoming year to support the objectives within the Corporate Strategy.
5. As this Corporate Delivery Plan only measures corporate initiatives, activities and indicators, each service area also produces an individual service plan and service indicators. Service plans will be primarily for the use of services to manage their activity on an ongoing basis. Activities which feature in the Corporate Delivery Plan will be outlined in greater detail in these service plans.
6. This Corporate Delivery Plan will be used by Directors and Elected Members to monitor progress and achievement against the activities, ensuring that activities are delivered, and targets are on track.
7. In conjunction with the Corporate Strategy and Medium-Term Financial Strategy, this document will help the Council meet a range of challenges and shape the future direction.

Appendices

- Appendix 1 – Corporate Delivery Plan Introduction
Appendix 2 – Corporate Delivery Plan (2023-24)

Corporate Delivery Plan 2023/24

Charnwood Borough Council

Introduction from the Chief Executive

I am pleased to present the Council's Corporate Delivery Plan for 2023-24.

We produce a Delivery Plan each year and it sets out specific objectives and actions the Council will be aiming to achieve over the coming 12 months.

The actions in our Corporate Delivery Plan are aligned to the objectives in the Corporate Strategy. These actions are in addition to the essential day-to-day services we operate, such as emptying the bins at over 70,000 homes, managing over 600 acres of open spaces, supporting local communities, operating leisure centres, Loughborough Town Hall and Charnwood Museum, handling planning applications and managing around 5,500 council homes. These are just some of the services we operate.

We continue to experience high demand for our services. That demand when coupled with reductions in our funding and increasing costs means we have less capacity to deliver our core services and in particular projects and initiatives which are over and above the day-to-day delivery. Our track record over recent years and our collective commitment to delivering projects and initiatives makes me proud of the way the Council has performed.

We continue to meet our strategic objectives and deliver services that make a real difference to residents and local communities. We are also continuing to drive change and progress towards becoming a more efficient, effective, and dynamic organisation.

I am pleased to say we completed almost all the actions in our previous Corporate Delivery Plan which given the context is a significant achievement.

As before, this year's Delivery Plan is focussed on the four priority themes as set out in the Corporate Strategy. They are:

1. Caring for the Environment
2. Healthy Communities
3. A Thriving Economy
4. Your Council

We look forward to delivering this plan and continuing to implement and support improvements across the borough.

Values

The foundations of all the council's activities are based on a set of values. Employees and members will work together as one council, living and breathing these values:

- **Pride in Charnwood** – We take pride in our work and our borough and are ambitious for improvement.
- **Customer Focussed** – We listen to our customers and are focussed on delivering excellent services.
- **Working Together** – We work together with pace and positivity as one council and in partnership with others.

Performance Management Framework

Our strategic priorities and plans identify the objectives that we aim to deliver, and our performance management framework provides the mechanism for how the council achieves these objectives and monitor's progress.

The Corporate Strategy 2020-24 sets out what the council will be doing over a four-year period to make Charnwood a stronger and more vibrant place for people to live, work, visit and invest in.

The strategy is supported by this annual Corporate Delivery Plan – this is a key document for recording how service areas and corporate activity will work to deliver the objectives of the strategy.

The Corporate Delivery Plan will be monitored by the Senior Leadership Team, Heads of Service and Scrutiny Committees to ensure that progress is made against the objectives and that targets are on track and delivered.

It is important to acknowledge that all areas of the Council contribute to the delivery of the Corporate Delivery Plan. Therefore, each service will also produce a Service Delivery Plan.

Individual personal reviews will also reflect the key themes and objectives of the Corporate Strategy and allow staff to identify the importance of their role in delivering the Strategy.

This is outlined in the diagram below:



Other strategies underpin the direction of the council, these include the Equality, Diversity and Inclusion Strategy, People Strategy, ICT Strategy and Customer Service Strategy. Each one has an action plan and governance structure to ensure that the objectives are delivered.

A number of Boards have been established to ensure oversight of delivery of key programmes of work these include:

- Capital Programme Monitoring Board
- Climate Action Board
- Communities Board
- Customer Experience and Transformation Board
- Economic Development and Regeneration Board
- Workforce Board

The council will continue to commission a survey of resident's priorities and identify their views on a range of issues. Feedback received will be incorporated in to the Corporate Strategy and associated Delivery Plans.

Financial Statement

The Council has a proven track record in meeting financial challenges, and our previous careful management of finances mean that we continue to drive change and stability across the borough.

We remain committed to growing the local economy, creating healthy communities, looking after our environment, and creating a more efficient council. To achieve ongoing success, our finances must remain sustainable and our plans realistic whilst continuing to provide excellent services.

The Council's budget for 2023/24 looks to spend around £66 million on services across the borough.

CARING FOR THE ENVIRONMENT

Corporate Strategy Outcome (2020-2024)	SMART Delivery Plan Action (2023-2024)	Responsibility	Start / End Date (Qtrs)	
Climate Change: Take action to become a carbon neutral organisation by 2030, to help tackle climate change.	Provide a briefing to all new councillors on climate change and carbon neutral issues as part of the member induction programme following the May 2023 local elections.	Head of Governance & HR	Q2	Q3
	Undertake a Green Fleet Review with the assistance of the Carbon Trust.	Head of Contracts (Leisure, Waste and Environment)	Q1	Q4
	Give away 4,000 garden trees to residents and community groups.	Head of Contracts (Leisure, Waste and Environment)	Q1	Q3
	Upgrade the Loughborough Town Hall auditorium air handling system.	Head of Contracts (Leisure, Waste and Environment)	Q1	Q3
	Install 6 dual Electric Vehicle Charging Points, to accommodate up to 12 vehicles, at Beehive Lane Car Park to support the charging infrastructure for the residents, visitors, business and staff.	Head of Regulatory and Community Services	Q1	Q3
	Install 3 dual Electric Vehicle Charging points, to accommodate 6 vehicles, at Charnwood Borough Council office car park to support charging of fleet and staff vehicles.	Head of Regulatory and Community Services	Q1	Q3
	Complete replacement of the Street Management Fleet Vehicles with new vehicles to achieve the best reduction in CO2 emissions in line with the budget provision available.	Head of Regulatory and Community Safety/ Head of Contracts: Leisure, Waste and Environment	Q1	Q4

CARING FOR THE ENVIRONMENT

**Corporate Strategy
Outcome (2020-2024)**

**SMART Delivery Plan Action
(2023-2024)**

Responsibility

**Start /
End Date (Qtrs)**

Parks and Open Spaces:
Develop, improve, and
continue to care for our parks
and open spaces, so they can
be enjoyed by everyone.

Maintain Green Flag status for key sites across the borough.

Head of Contracts (Leisure,
Waste and Environment)

Q1

Q4

Implement mowing trials in suitable locations through the borough as
identified in the Nature Positive report.

Head of Contracts (Leisure,
Waste and Environment)

Q4

Q4

Install new gateway features at the Granby Street Car Park entrance
to Queen's Park as part of the Living Loughborough Town Deal
project.

Head of Contracts (Leisure,
Waste and Environment)

Q1

Q4

Improve drainage and lighting and replace information points in
Queen's Park as part of the Living Loughborough Town Deal project.

Head of Contracts (Leisure,
Waste and Environment)

Q1

Q4

Upgrade the Queen's Park New Street side-lighting columns to match
the Bedford Square Gateway Project lighting scheme as part of the
Living Loughborough Town Deal project.

Head of Contracts (Leisure,
Waste and Environment)

Q1

Q4

Provide lighting in Queen's Park in the area near the Granby Street
entrance as part of the Living Loughborough Town Deal project.

Head of Contracts (Leisure,
Waste and Environment)

Q1

Q4

Enhance the space outside the Museum café and provide year-round
cover through a canopy structure and create secure storage for
furniture that cannot be left outdoor all year round as part of the Living
Loughborough Town Deal project.

Head of Contracts (Leisure,
Waste and Environment)

Q1

Q4

Deliver the Hope Bell Project in Queen's Park, including
communications and engagement under the Lanes and Links Town
Deal project.

Head of Contracts (Leisure,
Waste and Environment)

Q1

Q4

CARING FOR THE ENVIRONMENT

Corporate Strategy Outcome (2020-2024)	SMART Delivery Plan Action (2023-2024)	Responsibility	Start / End Date (Qtrs)	
	Secure long-term provision of the management of Open Spaces by entering into new contractual arrangements.	Head of Contracts (Leisure, Waste and Environment)	Q1	Q4
Protecting our Environment: Help protect our environment by using all powers available to tackle those who threaten it.	Prepare, consult and adopt a Biodiversity Supplementary Planning Document.	Head of Planning & Growth	Q4	Q2 2024/ 25
	Use mobile CCTV cameras to detect fly-tipping offences and take appropriate action.	Head of Contracts (Leisure, Waste and Environment)/ Head of Regulatory and Community Safety	Q1	Q2
	(Carried forward from 2022-23 as targets yet implemented) Under the provisions of the Environment Act 2021, review any proposed emerging Air Quality targets and the impact on the current Air Quality Management Areas. Develop relevant monitoring and actions as required by the new requirements when implemented.	Head of Regulatory and Community Safety	Q1	Q4
	(Subject to funding being received from DEFRA) Identify targeted locations for high littering from vehicles, then undertake a targeted enforcement exercise, including an awareness campaign followed by use of enforcement cameras to reduce littering by a minimum of 20%.	Head of Regulatory and Community Safety	Q1	Q4

CARING FOR THE ENVIRONMENT

Corporate Strategy Outcome (2020-2024)	SMART Delivery Plan Action (2023-2024)	Responsibility	Start / End Date (Qtrs)	
Waste and Recycling: Improve and develop our outstanding waste and recycling service to make it more efficient, more resilient, and better for the environment.	Implement the collection of mixed dry recycling from commercial premises.	Head of Contracts (Leisure, Waste and Environment)	Q1	Q2
	Secure the long-term provision of environmental services (Waste and Recycling Collections, and Street Cleansing) by entering into new contractual arrangements.	Head of Contracts (Leisure, Waste and Environment)	1	Q3
	Prepare for the proposed introduction of weekly food waste collections from all households.	Head of Contracts (Leisure, Waste and Environment)	Q1	2025/26

HEALTHY COMMUNITIES

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2023-2024)	Responsibility	Start / End Date (Qtrs)	
Safer Charnwood: Continue to work with partners to make our towns and villages safer places to live, work and visit	Work with key partners to establish a Flood Risk Management Board for Loughborough to investigate long-term flood risk mitigation measures.	Head of Contracts (Leisure, Waste and Environment)	Q1	Q4
	Complete a minimum of 95% of the Food Safety High Risk (A-C rated food businesses) Inspection Programme in line with the Food Law Enforcement Plan 2023-24 and the Food Standards Agency Strategy.	Head of Regulatory and Community Safety	Q1	Q4
	Support the delivery of the Community Safety Partnership Plan 2023-26 and ensure that Council actions within the plan are completed.	Head of Regulatory and Community Safety	Q1	Q4
	Deliver the actions contained within the Home Office joint funded Safer Streets 4 programme.	Head of Regulatory and Community Safety	Q1	Q4
	In partnership with the Office of the Police and Crime Commissioner (OPCC) Violence Reduction Network, implement the new Serious Violence Duty requirements to ensure the completion of the Strategic Needs Assessment and a Partnership Strategy is in place.	Head of Regulatory and Community Safety	Q1	Q4

HEALTHY COMMUNITIES

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2023-2024)	Responsibility	Start / End Date (Qtrs)	
Supporting our communities: Invest in services to help those who are most vulnerable, empower people to make a positive difference in their local areas and ensure community cohesion remains a top priority	Deliver the internal Cost of Living Plan.	Neighbourhoods and Partnerships Manager	Q1	Q4
	Provide 4 learning and development events to recognise and support an effective and viable local voluntary and community sector.	Neighbourhoods and Partnerships Manager	Q1	Q4
	Deliver 10 targeted physical activity interventions to our least active communities with the aim of supporting the wellbeing of our residents and reducing health inequalities.	Sport and Active Recreation Manager	Q1	Q4
	Deliver 6 local initiatives aimed at building community resilience capacity and cohesion (focused on our priority neighborhoods).	Neighbourhoods and Partnerships Manager	Q1	Q4
	Secure feedback from communities about Council services and priorities through undertaking a residents' survey.	Communications Manager	Q2	Q3
Healthy and happy residents: Provide high-quality leisure facilities and sports activities for people and offer services to improve wellbeing, either directly or with our partners	Deliver a football infrastructure across the borough, working with the Football Foundation to secure at least one grant.	Head of Contracts (Leisure, Waste and Environment)	Q1	Q4

HEALTHY COMMUNITIES

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2023-2024)	Responsibility	Start / End Date (Qtrs)	
Housing: Help those in need of accommodation by continuing to make our Council homes better for tenants and work with developers and the privately rented sector to ensure high-quality homes are available to residents	Prepare, consult and adopt a Supplementary Planning Document for Housing.	Head of Planning & Growth	Q1	Q4
	Develop a Sheltered Accommodation Asset Management Strategy.	Head of Strategic Housing	Q1	Q4
	Progress the re-development of St Michael's Court in Thurmaston as part of the review of sheltered accommodation.	Head of Strategic Housing	Q1	Q4
	Develop a Homelessness and Reducing Rough Sleeping Strategy.	Head of Strategic Housing	Q1	Q4
	Develop a Housing Development, Acquisitions, and Disposals of Stock Strategy.	Head of Strategic Housing	Q1	Q4
	Produce an updated Repairs Policy for Council housing and assets.	Director of Housing and Wellbeing	Q1	Q4
	Undertake a review of the Lightbulb Service to identify the best way of meeting resident needs in the future.	Head of Strategic Housing	Q1	Q4
	Implement a document management system for tenant files.	Director of Housing and Wellbeing	Q1	Q4
	Develop a Garage Site Asset Management Strategy.	Head of Strategic Housing	Q1	Q4
	Review declassification of age restricted properties, to support the faster re-let of properties.	Head of Strategic Housing	Q1	Q4

A THRIVING ECONOMY

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2023-2024)	Responsibility	Start / End Date (Qtrs)	
Economic growth: Continue to support and foster strong economic growth in Charnwood.	Review and adopt a revised Local Development Scheme.	Head of Planning & Growth	Q4	Q4
	Adopt the draft Charnwood Local Plan when the Inspectors' report is received.	Head of Planning & Growth	Q3	Q3
	Review and update the inCharnwood website and produce new marketing material and website content.	Head of Economic Development and Regeneration	Q1	Q3
	Implement a business start up and support programme for the borough in conjunction with partners using exiting and new funding streams, such as UK Shared Prosperity Fund (UKSPF).	Head of Economic Development and Regeneration	Q1	Q4
	Deliver a series of communications and engagement to support Loughborough Town Deal.	Communications Manager	Q1	Q4
Towns: Whilst respecting the heritage of our town centres, lead, support and collaborate (with partners and the private sector) to progress regeneration opportunities across Charnwood, ensuring future generations have access to high-quality jobs,	Deliver and promote the Market Place element of the Shepshed Public Realm construction contract, subject to Cabinet approval to proceed, as part of the Living Loughborough Town Deal project.	Head of Planning & Growth	Q1	2024/ 2025
	Produce a Regeneration Prospectus which enables the Council to effectively enter dialogue with investors, landowners, developers and Government agencies / departments about regeneration opportunities across Loughborough.	Head of Economic Development and Regeneration	Q1	Q3

A THRIVING ECONOMY

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2023-2024)	Responsibility	Start / End Date (Qtrs)	
growing Charnwood's reputation as a place where businesses thrive and helping our high streets become more diverse place.	Ensure all monitoring and performance returns to Department for Levelling Up, Housing and Communities (DLUHC) regarding Town Deal are submitted on time to ensure that the programme is delivered on schedule and to budget.	Head of Economic Development and Regeneration	Q1	Q4
	Identify the improvements needed to Loughborough's markets infrastructure, procure the ensuing services and product and commence implementation of works in order to deliver a key element of the Living Loughborough Town Deal project.	Head of Economic Development and Regeneration	Q1	Q4
	Hold at least 4 meetings of the Future Charnwood Group and 6 meetings of the Project Leads Group to help ensure that all 2023/24 UKSPF projects are progressed and delivered as per the approved Investment Plan and the deliverables and expenditure tables.	Head of Economic Development and Regeneration	Q1	Q4
	Deliver a programme of events in Loughborough and across the borough. The programme will include specialist markets and/or events for the King's Coronation, Remembrance Sunday and the Loughborough Fair and Christmas Lights switch-on and publish and promote to residents.	Head of Economic Development and Regeneration	Q1	Q4
	Produce a communications and development plan in order to raise awareness of the Discover Charnwood website and social media accounts to ensure its evolution as a key tool for helping encourage visitors to Charnwood and its attractions.	Head of Economic Development and Regeneration / Communications Manager	Q2	Q4

A THRIVING ECONOMY

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2023-2024)	Responsibility	Start / End Date (Qtrs)	
	Produce and publish a dedicated Groups Guide on the Discover Charnwood website and hold an educational visit for operators in order to encourage more coach and group visitors to the borough.	Head of Economic Development and Regeneration / Leics Promotions Ltd	Q3	Q4
	Subject to successful grant application for the Carillon Tower effectively deliver the “Iconic Carillon Tower project” including a brand, audience development programme and a centenary celebration plan with the Carillon Museum Trust and other key partners.	Head of Contracts (Leisure, Waste and Environment) / Communications Manager	Q1	Q2
	Develop a Car Parking Strategy and action plan for Charnwood car parks for the medium and long term and ensure they remain viable and sustainable to support our communities.	Head of Regulatory and Community Safety	Q1	Q2

YOUR COUNCIL

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2023-2024)	Responsibility	Start / End Date (Qtrs)	
Customer Service: Commit strongly to improving customer service, delivering outstanding services and working together to create a more vibrant and prosperous Charnwood.	Implement and embed the Customer Focus Programme across the organisation.	Customer Experience Manager	Q1	Q2
	Establish a Digital Inclusion Network across the borough to improve digital capability in the highest risk areas.	Customer Experience Manager	Q1	Q4
Transformation and Efficiency: Transform into a more efficient, effective, and innovative organisation. In addition, continue to build our digital services using technology that will help us be more effective, efficient, and flexible to meet customers' needs.	Review of the Customer Relationship Manager (CRM) system and determine what the future need is.	Customer Experience Manager/ICT Delivery Manager	Q1	Q4
	Complete the implementation of the Assure back-office system in Housing, Planning and Regulatory Services.	ICT Delivery Manager, Head of Planning and Growth, Head of Regulatory and Community Safety, Head of Strategic Housing	Q1	Q3
	Review and procure a new corporate website.	ICT delivery Manager/ Communications Manager/Customer Experience Manager	Q1	Q4
	Complete an options appraisal and contract award and replacement option for the Revenues and Benefits contract.	Director of Customer Experience	Q1	Q3
	Explore options for customers to view their rent account and other Tenancy information online.	Director of Housing and Wellbeing	Q1	Q4

YOUR COUNCIL

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2023-2024)	Responsibility	Start / End Date (Qtrs)	
Developing Staff: Develop our staff to help them deliver outstanding services and ensure our employees and elected members work together, as one Council, to bring positive change to Charnwood.	Develop a Workforce Strategy for publication in April 2024.	Head of Transformation, Strategy and Performance	Q2	Q4
	Undertake a range of recruitment and retention projects to ensure that Charnwood attracts the best candidates and retains a strong and committed workforce.	Head of Transformation, Strategy and Performance	Q1	Q4
	Deliver virtual staff briefings on an alternate monthly cycle and support two in-person staff events per year.	Communications Manager / Health and Wellbeing Group	Q1	Q4
Financial stability: Continue to carefully manage our budgets, particularly by using effective procurement and well-managed contracts.	Manage the action plan for the Financial Pressures meeting to ensure a robust mechanism for delivering savings is established.	Head of Finance	Q1	Q4
	Investigate and evaluate office accommodation options in line with our sustainability and carbon reduction approach.	Director of Commercial and Economic Development	Q1	2027/28
	Monitor live schemes relating to the Capital Plan, General Fund & Housing Revenue Account and to ensure all capital schemes are correctly categorised. 1) Live schemes 2) Provisional Scheme 3) Third party schemes.	Head of Finance	Q1	Q4
	Review budget monitoring reports and management information in line with Budget Scrutiny Panel recommendation for Members and Senior Leadership Team.	Head of Finance	Q1	Q2

YOUR COUNCIL

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2023-2024)	Responsibility	Start / End Date (Qtrs)	
Commercialism: Operate more commercially and reducing the burden on the taxpayer and government support will be a key element of this transformation.	Review all significant and relevant fees and charges and continue to consider commercial opportunities.	Director of Commercial and Economic Development	Q1	Q4
	Review all significant and relevant fees and charges and continue to consider commercial opportunities.	Director of Commercial and Economic Development	Q1	Q4
One Council: Collaborate with partners, in the public and private sector, to improve services and ensure employees and members work together, as one Council, and listen, talk, and engage with residents to bring positive change to Charnwood.	Deliver a comprehensive induction and training programme for new Councillors following the May 2023 local elections.	Head of Governance & HR	Q2	Q3
	Drive forward the Delivery Boards to ensure that a work programme of key projects is delivered resulting in a more efficient, effective and innovative organisation.	Head of Transformation, Strategy and Performance	Q1	Q4
	Develop a new Corporate Strategy for publication in April 2024, including gathering public consultation.	Head of Transformation, Strategy and Performance	Q2	Q4
	Develop a new Equality, Diversity and Inclusion Strategy for publication in April 2024.	Transformation and Improvement Manager	Q2	Q4

Key Indicators 2023-2024

Ref	Indicator	Quarterly/ Annual	Owner	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
KI 3	Percentage of food establishments that achieve level 3 (broadly compliant) within the Charnwood Food Hygiene Rating System	Quarterly	Head of Regulatory and Community Safety	94%	94%	94%	94%	94%
KI 4(a)	Percentage of household waste sent for reuse, recycling, and composting (Stretch Target)	Quarterly	Head of Contracts: Leisure, Waste & Environment	50%	50%	50%	50%	50%
KI 4(b)	Percentage of household waste sent for reuse, recycling, and composting	Quarterly	Head of Contracts: Leisure, Waste & Environment	43%	43%	43%	43%	43%
KI 5	Percentage non-decent Council general needs homes	Annual	Director of Housing and Wellbeing					2.5%
KI 6	Percentage rent collected (Including arrears brought forward) (Cumulative Target)	Quarterly	Director of Housing and Wellbeing	86.75%	91.25%	95.45%	96.70%	96.70%
KI 7(a)	Time taken to process Housing Benefit/Council Tax new claims	Quarterly	Customer Experience Manager	18 Days	18 Days	18 Days	18 Days	18 Days
KI 7(b)	Time taken to process Housing Benefit/Council Tax change of circumstances	Quarterly	Customer Experience Manager	8 Days	8 Days	8 Days	8 Days	8 Days

Ref	Indicator	Quarterly/ Annual	Owner	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
KI 8	Percentage of Council Tax Collected (Cumulative Target)	Quarterly	Customer Experience Manager	29.32%	57.38%	85.48%	97.80%	97.80%
KI 9	Percentage of non-domestic rates collected (Cumulative Target)	Quarterly	Customer Experience Manager	30.24%	56.53%	84.19%	97.20%	97.20%
KI 10	The number of working days / shifts lost to the local authority due to sickness absence (Cumulative Target)	Quarterly	Head of Governance and HR	1.8 Days	3.4 Days	5.3 Days	7.5 Days	7.5 Days
KI 11 (a)	Percentage rent loss from void properties (Proxy Target) Age restricted properties	Quarterly	Head of Housing	11%	9%	5%	3%	3%
KI 11 (b)	Percentage rent loss from void properties (Proxy Target) Non age restricted properties	Quarterly	Head of Housing	4.75%	3.5%	2.5%	1.5%	1.5%
KI 13	Percentage of Major Planning applications determined in 13 weeks or agreed timescale	Annual	Head of Planning and Growth					70%
KI 14	Percentage Minor Planning Applications determined within 8 weeks or agreed timescale	Annual	Head of Planning and Growth					80%
KI 15	Percentage of Other Planning Applications determined within 8 weeks or agreed timescale	Annual	Head of Planning and Growth					90%
KI 18	Sustained reduction of CO2 from the 2018/19 baseline	Annual	Director of Commercial and Economic Development	To be determined following the refresh of the Carbon Neutral Plan				

Ref	Indicator	Quarterly/ Annual	Owner	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
KI 19	Percentage of air quality monitoring locations which comply with the National Air Quality Objective Limits	Annual	Head of Regulatory and Community Safety					95%
KI 20	Percentage of customers not proceeding past Stage 1 of the corporate complaint process	Quarterly	Customer Experience Manager	75%	75%	75%	75%	75%
KI 21	Number of people attending shows & events at the Town Hall	Quarterly	Head of Contracts: Leisure, Waste & Environment	18,000 Attendees	9,000 Attendees	39,000 Attendees	14,500 Attendees	80500 Attendees
KI 22	Total number of email subscribers	Annual	Communications Manager					18,200
KI 23	Total combined Twitter and Facebook audience	Annual	Communications Manager					21,800
LS10 (a)	Leisure Centres- total number of visits	Quarterly	Head of Contracts: Leisure, Waste & Environment	170,000 Visits	170,000 Visits	170,000 Visits	255,000 Visits	765000 Visits
LS10 (b)	Number of new members at Leisure Centres (including Swim School programme)	Annual	Head of Contracts: Leisure, Waste & Environment					600 New Members
NI 191	Residual household waste per household	Quarterly	Head of Contracts: Leisure, Waste & Environment					460kg
KI 24	Museum – total number of attendees	Quarterly	Head of Contracts: Leisure, Waste & Environment	11,000 Attendees	15,000 Attendees	5,000 Attendees	4,000 Attendees	35,000 Attendees

CABINET – 9TH MARCH 2023

Report of the Director of Finance, Governance & Contracts

Lead Member: Councillor Barkley

Part A

CHARNWOOD ENTERPRISE ZONE – REQUEST FOR FORWARD FUNDING (BUILDING 28E)

Purpose of Report

This report requests approval for forward funding in respect of the Charnwood Campus site. The funding would enable the refurbishment of Building 28E on the site.

Recommendations

1. That Cabinet approve a conditional grant to the Leicester & Leicestershire Economic Partnership for an amount of up to £5.0m, to be recovered through retention of business rates generated within the Enterprise Zone.
2. That Cabinet give delegated authority to the Director of Finance, Governance & Contracts, in conjunction with the Chief Executive and Lead Member for Finance, to finalise details of the grant agreement and other agreements associated with this transaction.

Reasons

1. To facilitate the development of the Charnwood Campus site within the Enterprise Zone.
2. To facilitate efficient and timely completion of the legal arrangements.

Policy Justification and Previous Decisions

The Enterprise Zone for Charnwood was designated with effect from 1 April 2017.

The overarching legal agreement between the Council, the Leicester & Leicestershire Economic Partnership (LLEP) and Leicester City Council (as Accountable Body of the LLEP), which sets out the distribution of business rates generated from within the Enterprise Zone and outlines the forward funding mechanism, was approved by Cabinet and subsequently signed by parties representing the Council, the LLEP and Leicester City Council on 12 November 2020.

Implementation Timetable including Future Decisions and Scrutiny

It is envisaged that, subject to Cabinet approval, legal documentation will be completed allowing the funding to be made available in April 2023.

Scrutiny Commission have the opportunity to scrutinise this report in line with usual arrangements at the meeting of 7 March 2023.

Report Implications

The following implications have been identified for this report.

Financial Implications

An amount of £10m is held within the Capital Plan to cover forward funding requests in respect of the Enterprise Zone. It is planned that funding of this capital expenditure will be through borrowing. At this time, it is likely that internal borrowing will be used, at least initially.

If loan repayments from business rates generated within the Charnwood Campus site proceed as planned, then this this will result in a small contribution to the General Fund over the term of the forward funding arrangement.

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.

<i>Risk Identified</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Overall Risk</i>	<i>Risk Management actions planned</i>
Business rate generation at the EZ site prove insufficient to repay the loan	Remote (1)	Major (3)	Low (3)	<ul style="list-style-type: none">• Due diligence on project• Site sponsor is required to underwrite the loan• Pre-existing business rates can be diverted to support repayment of the loan

Key Decision: Yes

Background Papers: Cabinet report 15 October 2020 - Charnwood Enterprise Zone – Request for Forward Funding

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Part B

Background

1. Background details of the Enterprise Zone and forward funding mechanisms were set out in the Cabinet Report of 15 October 2020 (Charnwood Enterprise Zone – Request for Forward Funding). For convenience, this detail has been updated to reflect the subsequent completion of the overarching agreement between the Council, the LLEP and Accountable Body and appended to this report at Appendix A.
2. This report brings forward the second forward funding request relating to the Campus site within the Enterprise Zone. This initial request (for some £2m) is also outlined within the Cabinet report of 15 October 2020.

Forward funding opportunity – Charnwood Campus – refurbishment of Building 28E

3. The formal title of the investment scheme is the Charnwood Campus - B28E/B21 - Small Molecule Research and Development Facility (Innovation Centre Phase 1). The business case for this scheme has been approved by the the LLEP Board in line with the usual governance arrangements set out at Appendix A.
4. The principal objective of the scheme is the reactivation of currently unoccupied world-class bio-chemistry laboratory building to attract a strategically important research organisation from outside of the LLEP area. The project will upgrade existing building-part of Phase I Innovation Centre project, to comply with modern regulatory requirements providing specialised laboratories building resilient life sciences cluster in the Life Sciences Opportunity Zone.
5. It is also envisaged that the scheme will (extracts from the scheme Business Case):
 - Make available 9,417sqm of highly specialised but unused medicinal chemistry laboratory space that will support the development and growth of pharmaceutical, biotechnology, high-technology, medical technology businesses
 - Generate £408,000 pa in business rates
 - Enable Charnwood Campus to secure prospective tenants who require specialised medicinal bio-chemistry facilities, including one who have secured significant venture backing, and are now seeking space for their planned growth and expansion

- Encourage thriving companies to locate with the region and facilitate access to established science businesses in close proximity with shared experiences
 - Create 100 high value jobs within the first 12 months and a total of 225 within three to five years
 - Create a further 1,110 jobs in the supply chain (based on a 1:5 industry standard ratio where one high value job creates five low value jobs in the supply chain)
 - Achieve threefold growth in the next three to five years
6. As implied by the above, it is understood that discussions with prospective tenants for the refurbished building are well advanced.
7. The budgeted cost of the scheme per the approved business case – against which the grant will be awarded – is £4.649m; it is likely that some of this funding will be sourced from retained business rates in-hand at the LLEP and for the purposes of financial modelling a sum of £4.5m is assumed to be the forward funding required.

Forward funding arrangements

8. The outline arrangements in respect of the forward funding arrangements would be as follows:
- The 'conditional grant' to be made by the Council to the LLEP (or strictly the Accountable Body) would be in the order of £4.5m, with the balance of the funding grant to the Campus being met from historical business rate generation from the Campus site currently held by the LLEP
 - The Council would take out a loan to cover the conditional grant to the LLEP; this would be repaid on an annuitised (essentially a repayment) basis using business rates generated from the Campus site that would otherwise have been remitted to the LLEP (as set out in the overarching agreement covering business rate distributions)
 - The interest rate would be the PWLB certainty rate for the relevant period of loan, plus a risk premium reflecting the risks inherent in the forward funding arrangement; whilst generally the arrangement can be regarded as low risk the likely duration of the forward funding arrangements – likely to extend beyond ten years – inevitably gives rise to a certain level of uncertainty
9. Whilst detail on the precise forward funding required, applicable interest rates and the duration of the forward funding arrangement (including the period over which the loan would be repaid) has yet to be agreed, financial modelling has

been undertaken which strongly suggests that future business rate generation comfortably supports forward funding of the order of that requested.

10. As the loan would be a repayment type arrangement no Minimum Revenue Provision charges would arise.
11. It is highly likely that the Council would – at least initially - be able to fund the loan via internal borrowing due to the Councils current level of cash balances.
12. The loan would be supported by:
 - Grant agreement – essentially an agreement between the LLEP and the Campus
 - Underwriting letter, or equivalent, setting out details of the Campus's commitment to underwriting the loan; the Council will be party to this document and must find the covenant set out within the letter as acceptable
 - Conditional grant agreement, which will cover the amount to paid over to the LLEP additional business rates to be withheld by the Council, between the Council and the LLEP (or strictly, the Accountable Body)
13. It is envisaged that documents used to underpin the previous forward funding request that were initially developed by Leicester City Council in its role as LLEP Accountable Body can be used as the basis for the new forward funding request.

Risk assessment and due diligence

14. Generally, the loan required to facilitate the forward funding agreement can be considered as a reasonably low risk proposition since:
 - The Campus site is already generating business rates of around £0.8m per annum that would be attributable to the LLEP to service forward funding arrangements; business rates generated by this additional Charnwood Campus investment scheme would be over and above this amount
 - The current forward funding arrangement requires business rate retention of £0.55m in each financial year to 2024/25, at the end of which the initial forward funding will have been repaid; this retention can then be wholly applied to another forward funding arrangement.
 - The Campus business case for the scheme states that negotiations with tenants for the refurbished building are advanced; further, in comparison to other prospective Enterprise Zone investments (such as infrastructure) the timeframe for project delivery is relatively short at eight to ten months

- The loan will be underwritten by Charnwood Campus; in legal terms this will be by a Jayplas group holding company or group Pension Fund; Jayplas are a locally well-known and perceived as a financially substantial organisation
15. Due diligence will be undertaken to ensure that covenants set out within the underwriting letter can be met by parties representing the campus ownership.

Appendices

Appendix A Background on the Enterprise Zone and forward funding arrangements

Background on the Enterprise Zone and forward funding arrangements

1. The Enterprise Zone (formally, the Loughborough and Leicester Science and Innovation Enterprise Zone, or 'LLEZ') was designated with effect from 1 April 2017. The LLEZ consists of three sites:
 - (i). Charnwood Campus site ('Campus'), the site previously owned by Astra Zeneca in Loughborough
 - (ii). The Loughborough University Science & Enterprise Park ('LUSEP'), also in Loughborough
 - (iii). 'Waterside', an area within Leicester City
2. Generally, the advantages of an Enterprise Zone include:
 - The ability to offer businesses locating (or re-locating) to an Enterprise Zone within five years of designation a five-year business rates holiday (subject to state aid rules and other conditions)
 - Retention of all business rates generated from an Enterprise Zone within the local area (rather than a substantial proportion being remitted to the Government)
3. Local arrangements apply to Enterprise Zones in respect of the distribution of retained business rates, re-investment of business rates within the EZ, identification of investment schemes and the governance arrangements associated with these matters.
4. Local arrangements in respect of the LLEZ are set out in the 'Enterprise Zone Business Rates Retention Agreement' which was signed on 12 November 2020.

5. The Agreement is between Charnwood Borough Council (billing authority), Leicester Leicestershire Enterprise Partnership ('LLEP') and Leicester City Council (as the LLEP Accountable Body).
6. The Agreement is for a period of ten years with a review of the Agreement due by September 2029. This will provide assurance in relation to the business rates agreement in order to support investor confidence but also provides an opportunity to review the Agreement in the event of changes over time.
7. The Agreement sets out a split of the retained rates as negotiated by the parties as follows:

- Page 7 of 9

- Leicestershire County Council 2.7%
- Leicestershire Fire & Rescue Service 0.3%

8. In terms of the selection of investment schemes it may be noted that the Agreement sets out that each Charnwood site will have an Implementation Group that will be chaired by the Chief Executive (or designated officer) of Charnwood Borough Council. The functions of the Implementation Groups are:

- To plan, oversee and advise the LLEP Board on the implementation of the LLEZ sites in Charnwood
- To develop, maintain and implement Implementation Plans for the LLEZ sites in Charnwood
- To recommend the priority and suitability of bids to the LLEP Board for the use of the LLEP retained business rates in accordance with the implementation plans
- To prioritise bids and make recommendations by application of the following criteria:
 - strategic fit – sequential approach referenced to implementation plan, planning and highway considerations
 - generation of retained business rates – amount, risk and speed of return
 - intervention rate and high level value for money, with the bid to be underwritten by the bidder (basically either the Campus or LUSEP)
 - third party funding – match or time critical issues.
 - such other criteria as shall be agreed by the LLEP and the Council in conjunction with the other parties to the Implementation Groups
- To shortlist Bids for recommendation to the LLEP Board

9. The above elements of the Agreement are designed to ensure that Charnwood Borough Council has influence on the direction of the LLEZ while recognising the role of the LLEP and other partners.

10. Once schemes have been through the LLEP approval process there will be the option for Charnwood Borough Council to forward fund projects via a separate and bespoke loan Agreement.

Forward Funding Mechanism

11. The way that forward funding arrangements will be set is as follows:
 - I. The LLEP approves the business case for an investment scheme with the site sponsor (which could be either the Campus or LUSEP) in line with the governance processes outlined above.
 - II. The funding body – which would usually be the Council – will provide funding to the LLEP in the form of a ‘conditional grant’ enabling the LLEP to make a grant to the site sponsor for the agreed amount
 - III. The funding body will be repaid using the 85% LLEP share of business rates generated from the LLEZ site; where the funding body is also the billing authority (as is likely to be the case in practice) repayments can be deducted from amounts that would otherwise be remitted to the LLEP
12. The above mechanism is designed to avoid complex accounting arrangements within Accountable Body for the LLEP.
13. In order to allow the Council to act as funding body it is necessary that funds and the associated loans required to provide that funding are reflected in the extant Capital Plan and Capital Strategy. Updated versions of these documents are scheduled for approval at the Council meeting of 27 February 2023, following which (and assuming these are approved) £10m will be available in 2023/24 to provide forward funding for the LLEZ.
14. Typically, it may be expected that the Council will need to take out a loan (which may be via ‘internal’ or external borrowing) to provide the forward funding. Any loan entered into will reflect the likely profile and timing of cash flows from future business rates, previous funding arrangements relating to the site and projections of total business rates generated by the site over the 25-year life of the LLEZ.
15. Other features of the loan:
 - Where future business rate cash flows permit, the loan will be repaid on a repayment basis; this allows a charge in respect of Minimum Revenue Provision to be avoided
 - A margin will be created between interest rate charges borne by the Council and repayments from business rates generated; this margin will vary on a case by case basis and depend on the risk associated with the loan in terms of the receipt of future business rates projected in the investment scheme business case, and other pre-existing loans relating to that LLEZ site

CABINET – 9TH MARCH 2023

Report of the Head of Transformation, Strategy and Performance Lead Member: Councillor Barkley

Part A

STRATEGIC RISK REGISTER 2023/24

Purpose of Report

The report proposes an updated Strategic Risk Register for approval.

Recommendations

1. That the draft Strategic Risk Register for 2023/24 as set out in the Appendix to this report is adopted, and that the Audit Committee monitor progress against those risks on the register by receiving quarterly monitoring reports.
2. That authority is delegated to the Chief Executive to make amendments to the Strategic Risk Register where required, in consultation with the relevant risk owner and Lead Member.

Reasons

1. To ensure that the most significant risks to the Council achieving its objectives are identified and actively managed.
2. To ensure that the Strategic Risk Register is kept up to date and relevant

Policy Justification and Previous Decisions

Sound risk management arrangements that are embedded and applied consistently throughout the Council will support the achievement of Corporate Strategy objectives by ensuring that resources and activity are concentrated on the areas of greatest risk.

The maintaining and monitoring of the Strategic Risk Register will support the delivery of the Council's corporate goals in ensuring that the identified risks are appropriately managed.

Implementation Timetable including Future Decisions and Scrutiny

If approved, the Strategic Risk Register will come into effect for the financial year 2023/24.

Cabinet will continue to receive an annual risk management report which will include the proposed Strategic Risk Register for the forthcoming year, and the risk register will be monitored on a quarterly basis by the Audit Committee.

Report Implications

The following implications have been identified for this report.

Financial Implications

There are no financial implications associated with these decisions.

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	Overall Risk	Risk Management Actions Planned
A significant Strategic Risk has not been identified and therefore may not be appropriately managed.	Unlikely (2)	Serious (3)	Moderate (6)	The register has been reviewed following an internal audit of Corporate Risk
Risks may have been wrongly assessed resulting in insufficient risk management actions being taken.	Unlikely (2)	Serious (3)	Moderate (6)	The risk register will be reviewed, and updated if necessary, on a quarterly basis. The risks will also be added to the software system Pentana

Key Decision:

No

Background Papers:

Audit Committee Report, 31st January 2023
Audit Committee Report, 8th November 2022
Audit Committee Report, 12th July 2022
Audit Committee Report, 4th May 2022
Cabinet Report, 10th March 2022

Officers to contact:

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Head of Transformation, Strategy and Performance
Tel: 01509 634556
Email: helen.gretton@charnwood.gov.uk

Part B

Background

1. Cabinet approved the 2022/23 Strategic Risk Register in March 2022 and it has been monitored on a quarterly basis by the Audit Committee.
2. During this period the Audit Committee have overseen all updates to the Strategic Risk Register – these include additions and deletions and any updated actions and mitigating activity.
3. Since the approval by Cabinet of the 2022/23 Strategic Risk Register, one new risk has been added. This relates to the supply of housing and is outlined below;

RISK		OWNER
SR11	Risk that there is an inability to meet increased housing demand arising from inflationary pressures, and asylum and refugee dispersal, in the context of constrained supply of public and private rented sector housing resources, leading to increased homelessness and associated costs, services unable to meet demand, and consequential reputational damage.	Chief Executive

4. The proposed updated Strategic Risk Register for 2023/24 has been produced following consultation with the Senior and Corporate Leadership Teams and is presented to Cabinet for approval.
5. The complete Strategic Risk Register is included as an appendix to this report. An overview of the 11 risks is outlined below;

SR1	Business Continuity
SR2	Emergency Planning for Civil Contingencies
SR3	Finance
SR4	Staffing and workforce
SR5	Governance
SR6	Partnerships
SR7	Data sharing and security
SR8	Communication
SR9	Climate Change
SR10	Legislation and External Factors
SR11	Supply of Housing

6. In reviewing the risk register it should be noted that the inherent risk shown in the first risk matrix is the risk that the Council would bear if **no** actions were taken to mitigate the risk. In the vast majority of cases the Council is able to operate risk mitigation processes which results in the residual risk shown in the second risk matrix. It is this latter score which represents the current assessment of strategic risks faced by the Council.

7. At an officer level the Strategic Risk Register will continue to be monitored and reviewed by the Risk Management Group which includes all members of the Senior and Corporate Leadership Teams and meets quarterly.
8. The Audit Committee will oversee the Strategic Risk Register during the year.

Appendix

Strategic Risk Register 2023/24

Strategic Risk Register

OVERVIEW

RISK		OWNER	INHERENT RISK			RESIDUAL RISK		
			Likelihood	Impact	Total	Likelihood	Impact	Total
SR1	Risk that there is a lack of adequate business continuity and recovery arrangements, leading to major internal and/or external disruption to services in the event of an incident (i.e. major ICT fail, fire etc), resulting in injury and/or loss of life and/or reputation	Director of Finance, Governance and Contracts	3	4	12	3	3	9
SR2	Risk that there is a lack of robust civil contingency arrangements established leading to a failure to respond appropriately to a major incident (e.g. flooding, terrorism etc) resulting in injury and/or loss of life	Chief Executive	4	4	16	3	3	9
SR3	Risk that there is a lack of external funding and/or income generated leading to a reduction in the financial resources available for service provision and/or to fund corporate objectives resulting in not being able to delivery services or being financially solvent	Director of Finance, Governance and Contracts	3	3	9	2	3	6
SR4	Risk that the Council does not attract suitable or capable staff or resources or there is a high sickness level or there are capacity issues from contractors and suppliers leading to a high number of vacancies or staff available resulting in poor service provision	Chief Executive	3	3	9	3	2	6
SR5	Risk that the Council does not follow its own governance procedures leading to failure to deliver services and/or value for money and/or it can be challenged through a legal	Chief Executive	2	3	6	2	2	4

Strategic Risk Register

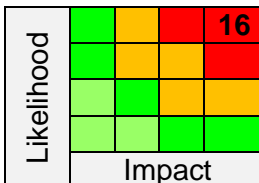
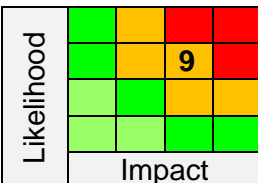
RISK		OWNER	INHERENT RISK			RESIDUAL RISK		
			Likelihood	Impact	Total	Likelihood	Impact	Total
	process leading to service delivery issues and/or reputation damage and/or criminal charges							
SR6	Risk that partnerships with key stakeholders are not developed or maintained leading to a failure to deliver shared outcomes and a lack of delivery to the public resulting in service delivery issues and/or reputational damage	Chief Executive	2	2	4	1	2	2
SR7	Risk that adequate data sharing and data security arrangements are not implemented leading to an increase in cyber-attacks resulting in service disruption or data loss or damage	Director of Finance, Governance and Contracts	3	3	9	2	3	6
SR8	Risk that the Council does not establish effective strategic communication arrangements leading in the public not being informed about Council activity resulting in reputational damage	Chief Executive	3	3	9	2	3	6
SR9	Risk that the Council does not lead by example and manage the ongoing impact of climate change leading to a lower than anticipated reduction in carbon output	Chief Executive	2	3	6	2	2	4
SR10	Risk that new legislation or external factors cause negative financial or reputational impact on the Council leading to a reduction in service provision (i.e., Environment Bill) resulting in service delivery issues and/or reputational damage	Chief Executive	3	4	12	3	3	9
SR11	Risk that there is an inability to meet increased housing demand arising from inflationary pressures, and asylum and	Chief Executive	3	4	12	3	3	9

Strategic Risk Register

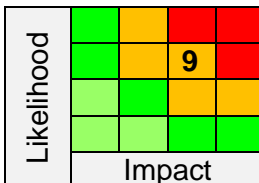
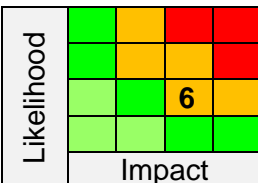
RISK		OWNER	INHERENT RISK			RESIDUAL RISK		
			Likelihood	Impact	Total	Likelihood	Impact	Total
	refugee dispersal, in the context of constrained supply of public and private rented sector housing resources, leading to increased homelessness and associated costs, services unable to meet demand, and consequential reputational damage.							

Strategic Risk Register – 2023/23 V0.1

Strategic Risk Register

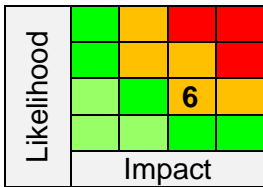
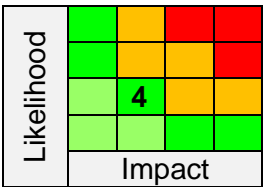
Risk Code and Title	Primary Risk Type	Potential Consequences	Inherent Risk Matrix	Residual (Current) Risk Matrix	Direction of Travel
SR2-Civil Contingencies Risk that there is a lack of robust civil contingency arrangements established leading to a failure to respond appropriately to a major incident (e.g. flooding, terrorism etc) resulting in injury and/or loss of life	Strategic	<ul style="list-style-type: none"> • Inability to respond to affected peoples' basic needs (food, shelter etc) • Adverse effect on the local economy • Major reputational damage and loss of public confidence • Extending the recovery phase longer than necessary • Dealing with the COVID pandemic will have a negative effect on the management of concurrent incidents 			Remains the same
Current Treatments and Controls	<ul style="list-style-type: none"> • Participation in the Local Resilience Partnership and Forum (LRP and LRF) • Appropriate emergency and incident planning in place • Regular testing and exercising of emergency plans • Training and awareness for relevant staff • 24/7 call-out arrangements for senior managers (SLT / CLT) • Participation in county-wide Events Safety Group (SAG) • Reviews periodically undertaken within current Treatments and Controls 				
Risk Owner	Chief Executive				
Planned Future Actions and Responsible Officer(s).	<u>Description:</u>		<u>Responsible Officer:</u>	<u>Target Date:</u>	

Strategic Risk Register

Risk Code and Title	Primary Risk Type	Potential Consequences	Inherent Risk Matrix	Residual (Current) Risk Matrix	Direction of Travel
SR3 – Funding Risk that there is a lack of external funding and/or income generated leading to a reduction in the financial resources available for service provision and/or to fund corporate objectives resulting in not being able to delivery services or being financially solvent	Strategic	<ul style="list-style-type: none"> • Inability to meet demand for services • Inability to meet statutory duties • Ceasing or reducing some services 			Direction of Travel increased due to impact of the revenue from the Town Hall and Car Parks
Current Treatments and Controls	<ul style="list-style-type: none"> • Annual production and monitoring of Medium Term Financial Strategy (MTFS) • Treasury Management Strategy • Budget and revenue monitoring processes • Maintenance of reserves at specified required levels • Monitor, consider and respond to government proposals affecting budgets and/or income • Monitor the implications of the COVID pandemic on the financial situation • Active work around Supported Living costs • Establishment of Structural Deficit Group 				
Risk Owner	Director of Finance, Governance and Contracts				
Planned Future Actions and Responsible Officer(s).	<u>Description:</u> Monitor inflationary pressures		<u>Responsible Officer:</u> Strategic Director - Commercial Development, Asset and Leisure	<u>Target Date:</u> May 2023	

Risk Code and Title	Primary Risk Type	Potential Consequences	Inherent Risk Matrix	Residual (Current) Risk Matrix	Direction of Travel
SR4 – Staffing Risk that the Council does not attract suitable or capable staff or resources or there is a high sickness level or there are capacity issues from contractors and suppliers leading to a high number of vacancies or staff available resulting in poor service provision	Strategic	<ul style="list-style-type: none"> • Inability to meet demand for services • Inability to meet statutory duties • Ceasing or reducing some services 			Remains the same
Current Treatments and Controls	<ul style="list-style-type: none"> • Benchmarking with other Districts • Seeking guidance from established organisations such as Jobs Go Public, East Midlands Councils, District Councils Network and Local Government Association – especially relating to services which are hard to recruit to • Marketing the Council / Local Authority • Local Government Pay Award – has been allocated • Establishment of Workforce Board and associated work programme 				
Risk Owner	Chief Executive				
Planned Future Actions and Responsible Officer(s).	<u>Description:</u> Internal review of Recruitment Review of Agency staff and where they are allocated		<u>Responsible Officer:</u> Head of Transformation, Strategy and Performance		<u>Target Date:</u> May 2023 July 2022

Strategic Risk Register

Risk Code and Title	Primary Risk Type	Potential Consequences	Inherent Risk Matrix	Residual (Current) Risk Matrix	Direction of Travel
SR5 – Governance Risk that the Council does not follow its own governance procedures leading to failure to deliver services and/or value for money and/or it can be challenged through a legal process leading to service delivery issues and/or reputation damage and/or criminal charges	Strategic	<ul style="list-style-type: none"> Financial damage Reputational damage Not complying with legislation 			Remains the same
Current Treatments and Controls	<ul style="list-style-type: none"> Annual review of the constitution Ensure that the Council's processes address the governance requirements Established governance arrangements for Risk Management, Performance Management, Projects and Programme Management Modern.gov – good democratic governance Annual governance statement Internal audit programme External Audit process 				
Risk Owner	Chief Executive				
Planned Future Actions and Responsible Officer(s).	<u>Description:</u> Roll out of the Modern.gov software	<u>Responsible Officer:</u> Head of Governance and HR	<u>Target Date:</u> April 2023		

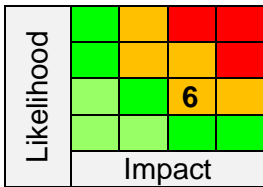
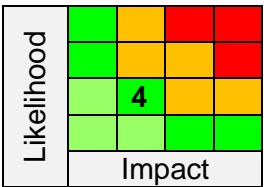
Strategic Risk Register

Risk Code and Title	Primary Risk Type	Potential Consequences	Inherent Risk Matrix	Residual (Current) Risk Matrix	Direction of Travel																																												
SR6 – Partnerships Risk that partnerships with key stakeholders are not developed or maintained leading to a failure to deliver shared outcomes and a lack of delivery to the public resulting in service delivery issues and/or reputational damage	Strategic	<ul style="list-style-type: none">•Reputational Damage•Lack of joined up working•Damage to relationships with partners•Assess the impact of the lightbulb project review	<table><tr><td rowspan="4">Likelihood</td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td></tr><tr><td></td><td>4</td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td></tr><tr><td colspan="5">Impact</td></tr></table>	Likelihood										4							Impact					<table><tr><td rowspan="4">Likelihood</td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td></tr><tr><td></td><td>2</td><td></td><td></td></tr><tr><td colspan="5">Impact</td></tr></table>	Likelihood														2			Impact					Remans the same
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Current Treatments and Controls	<ul style="list-style-type: none">•Joint working with key organisations with clearly identified terms of reference and joint outcomes•Up to date contact details within partner organisations•Six monthly parish clerk meetings•Community Safey Partnership Review•Consider Partnership Register•Maintian relationships across Leicester, Leciestershire and Rutland•Strategic Partner reviews•Maintain an overview of the budget situation of key partners within Leicestershire																																																
Risk Owner	Chief Executive																																																
Planned Future Actions and Responsible Officer(s).	<u>Description:</u>		<u>Responsible Officer:</u>		<u>Target Date:</u>																																												

Strategic Risk Register – 2023/23 V0.1

Strategic Risk Register – 2023/23 V0.1

Strategic Risk Register

Risk Code and Title	Primary Risk Type	Potential Consequences	Inherent Risk Matrix	Residual (Current) Risk Matrix	Direction of Travel
SR9 – Climate Change Risk that the Council does not lead by example and manage the ongoing impact of climate change leading to a lower than anticipated reduction in carbon output	Strategic	<ul style="list-style-type: none"> • Reputational damage • Environmental damage 			Remains the same
Current Treatments and Controls	<ul style="list-style-type: none"> • Cabinet pledge regarding climate change • Climate Change Action Plan • Caring for the Environment as a Corporate Strategy Theme and associated actions • Delivery of the new Strategy • Climate Action Board established – now met 				
Risk Owner	Chief Executive				
Planned Future Actions and Responsible Officer(s).	<u>Description:</u> Completion of the Climate Change Action Plan		<u>Responsible Officer:</u> Director of Commercial and Economic Development		<u>Target Date:</u> March 2023

Strategic Risk Register – 2023/23 V0.1

Risk Code and Title	Primary Risk Type	Potential Consequences	Inherent Risk Matrix	Residual (Current) Risk Matrix	Direction of Travel																																												
SR11 – Housing Demand Inability to meet increased housing demand arising from inflationary pressures, and asylum and refugee dispersal, in the context of constrained supply of public and private rented sector housing resources, leading to increased homelessness and associated costs, services unable to meet demand, and consequential reputational damage.	Strategic	<ul style="list-style-type: none"> Financial damage Reputational damage 	<table border="1"> <tr><td rowspan="4">Likelihood</td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td>12</td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td colspan="5">Impact</td></tr> </table>	Likelihood								12									Impact					<table border="1"> <tr><td rowspan="4">Likelihood</td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td>9</td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td colspan="5">Impact</td></tr> </table>	Likelihood							9										Impact					Initially established
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Current Treatments and Controls	<ul style="list-style-type: none"> Acquisitions process for HRA property Work with local lettings agents and landlords to increase the supply of private rented sector accommodation Working with developers to provide housing through the planning system Council stock used a temporary accommodation Action plan in place to support faster re-let of HRA property 																																																
Risk Owner	Chief Executive																																																
Planned Future Actions and Responsible Officer(s).	<u>Description:</u> Updated Housing Strategy to be developed. New HRA Asset Management Strategy in development.		<u>Responsible Officer:</u> Director of Housing and Wellbeing		<u>Target Date:</u> 2024 2022/23																																												

CABINET – 9TH MARCH 2023

Report of the Head of Customer Experience Lead Member: Councillor Thomas Barkley

Part A

WRITE OFF REPORT FOR BUSINESS RATE PROPERTIES

Purpose of the Report

To seek Cabinet approval to write off irrecoverable debts in line with Financial Procedure Rules.

Recommendation

That the following debt be written off:

- £103,927.50 owed by Loco Mexicano Ltd.

Reason

The normal enforcement / recovery and tracing of these debts have been exhausted and Write Off is now the only alternative. The Council's financial procedures require write-off any debt over £100,000 be approved by Cabinet.

Policy Justification

The Collection of Business Rates (National Non-Domestic Rates) is a statutory function.

Implementation Timetable including future Decisions and Scrutiny

Irrecoverable debts will be written off immediately following approval.

Report Implications

The following implications have been identified for this report

Financial implications

The calculations are complex but, generally, the Council's share of the cost of writing off business rates is 20%. This equates to around £20,786 in respect of the write-offs proposed. The Council maintains a financial provision for business rate write-offs and this decision will have no impact on the Council's budget.

Risk Management

There are no risks associated in this report.

Key Decision: No

Background Papers: none

Officer to Contact:

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E-mail address: karey.barnshaw@charnwood.gov.uk

Simon Jackson

Telephone No. 01509 634699

E-mail address: simon.jackson@charnwood.gov.uk

Part B

Background

1. **Loco Mexicano Ltd** traded from 7 Old Hospital Court, Baxter Gate, Loughborough with effect from 7th December 2016. A rateable value for the property was not assessed by the Valuation Officer until May 2017 and set at a level the company could not maintain. Trade was nowhere near the level the company had anticipated and the manager advised that the company was unable to pay rent or business rates. Trading ceased in December 2017.
2. Empty property rates then became payable by the company, as leaseholder, in April 2018 and the matter was referred to Enforcement Agents. The Agents were unable to recover any monies and returned the case in September 2018. The Council commenced insolvency proceedings which resulted in the company going into liquidation on 23rd January 2020.
3. The directors of the company had been Messrs. Duncan Deffley and Cengiz Hairettin.
4. The Business Rates team have concluded that the outstanding sum should be written-off because it is no longer appropriate to retain as a debt in the accounts as an asset to the Authority. It seems prudent to write-off now rather than carry debts which are very unlikely to be recovered. In the scenario that the Council does receive some dividend towards the debt, the write-off would be reduced to take account of any payment received.

	Outstanding Rates	Outstanding Costs	Total Balance	Liable Period
Account 96266223 Loco Mexicano Ltd 7 Old Hospital Court, Baxter Gate, Loughborough	£36,612.22		£36,612.22	7 th December 2016 to 31 st December 2017
	£67,197.78	£117.50	£67,315.28	1 st April 2018 to 22 nd January 2020