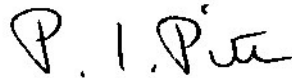


Date: 12 April 2010

Dear Sir/Madam

I hereby summon you to attend a meeting of the **HINCKLEY & BOSWORTH BOROUGH COUNCIL** in the Council Chamber at these offices on **TUESDAY 20 APRIL 2010 at 6.30 pm.**

Yours faithfully

A handwritten signature in black ink, appearing to read 'P. I. Pitt'.

Pat Pitt (Mrs)
Corporate Governance Officer

AGENDA

1. Apologies
2. To confirm the minutes of the meeting held on 25 February 2010. Attached marked C61.
3. To be advised of any additional items of business which the Mayor decides by reason of special circumstances shall be taken as matters of urgency at this meeting.
4. To receive verbally from Members any disclosures which they are required to make in accordance with the Council's code of conduct or in pursuance of Section 106 of the Local Government Finance Act 1992. This is in addition to the need for such disclosure to be also given when the relevant matter is reached on the Agenda.
5. To receive such communications as the Mayor may decide to lay before the Council.
6. To receive petitions presented in accordance with Council Procedure Rule number 10.11.
7. To deal with questions under Council Procedure Rule number 11.1.

8. Position Statement. The Leader of the Council will give a presentation.
9. To receive for information only the minutes of the Scrutiny Commission meeting held on 4 March 2010. Attached marked C62.
10. To consider the following reports:-
 - (a) Amendments to the Constitution. Attached marked C63. (Pages 1 - 2).
 - (b) People Strategy 2010-12. Attached marked C64. (Pages 3 - 31).
 - (c) Approval of the Council's Community Plan 2010/15, Corporate Plan 2010/15 and Business Delivery Plans 2010/13. Attached marked C65. (Pages 32 - 43).
 - (d) Approval of Capital Prudential Indicators and Treasury Management and Investment Strategy 2010/11. Attached marked C66. (Pages 44 - 69).
 - (e) Oadby and Wigston 2009/10 and 2010/11 Budget Increase. Attached marked C67. (Pages 70 - 72).
 - (f) Representation on Outside Bodies – Feedback from Representatives on the Community Safety Partnership attached marked C68 (pages 73 - 77). Local Strategic Partnership attached marked C69 (pages 78 - 83), The Local Government Association and the East Midlands Regional Assembly.
11. Members are requested to note that there will be an additional Council meeting on Tuesday 1 June 2010.
12. To consider the following motions, notice of which have been received in accordance with Council Procedure Rule 13.

From Mr. D.C. Bill

'This Council notes with great concern, a number of recent planning applications which contained schemes, that if given the go ahead and were built, would not come up to adoptable standards for the Highways and Sewers Authorities.

The Council further notes the terrible problems that residents have in streets in the Borough that are unadopted, due to lack of maintenance of the roads and footways.

This Council calls on the County Council to consider the revision of the Environment and Transport Department's policy on highways adoptions. This will ensure that new housing schemes, which provide innovative highway solutions in accordance with the Government's Manual for Streets Guidance for new housing development, can be adopted. This will not only secure the delivery of high quality new housing developments in Leicestershire generally, but give the communities who live within them the confidence that future maintenance of highways, sewers and lighting will be undertaken.'

From Mr. S.L. Bray

“This Council deplores the decision by the County Council to cut the funding for community centres which will threaten Hinckley’s Westfield Centre. Westfield provides an invaluable service to many hundreds of people across Hinckley and Bosworth and we urge the County Council to think again.”

To: All Members of the **HINCKLEY & BOSWORTH BOROUGH COUNCIL**
(other recipients for information).

HINCKLEY AND BOSWORTH BOROUGH COUNCIL
25 FEBRUARY 2010 AT 6.30 P.M.

PRESENT: MR. K. NICHOLS - MAYOR
MRS. S. FRANCKS - DEPUTY MAYOR

Mrs M. Aldridge, Mr. P. R. Batty, Mr. P. S. Bessant, Mr. D. C. Bill, Mr. C. W. Boothby, Mr. J. C. Bown, Mr. S. L. Bray, Mrs R. Camamile, Mr. M. B. Cartwright, Mr. D. S. Cope, Mr. W. J. Crooks, Mr. D. M. Gould, Mrs. A. Hall, Mr. P. A. S. Hall, Mr. D. W. Inman, Mr. C. G. Joyce, Mr. M. R. Lay, Mr. K. W. P. Lynch, Mr. R. Mayne, Ms. W. A. Moore, Mr. K. Morrell, Mr L. J. P. O'Shea, Mrs J. Richards, Mr. A. J. Smith, Mrs. S. Sprason, Mr. R. Ward, Ms. B. M. Witherford and Mr. D. O. Wright.

Officers in attendance: Mr. S. J. Atkinson, Mr. Michael Brymer, Mr. D. Bunker, Mr. B. Cullen, Miss L. Horton, Mr. S. Kohli, Mrs. P. I. Pitt, Mr T. M. Prowse, Ms. S. Smith and Mr. S. Wood.

423 **PRAYER**

The Reverend Malcolm Clark offered prayer.

424 **APOLOGIES**

Apologies for absence were submitted on behalf of Mr. J. G. Bannister, Mr. C. Ladkin, Dr. J. R. Moore and Mr. B. E. Sutton.

425 **MINUTES (C52)**

On the motion of Mr. Bray, seconded by Mr. Lay it was

RESOLVED - the minutes of the meeting held on 26 January 2010 be confirmed and signed by the Mayor.

426 **ADDITIONAL URGENT BUSINESS BY REASON OF SPECIAL CIRCUMSTANCES**

The Mayor indicated that he had agreed to take as a late item a Motion relating to Westfield Community Centre. The reason for urgency would be explained to Members later in the meeting. It was agreed, however, to accept a point of order raised by Mr. Morrell regarding the late submission and acceptance of this Motion from Mr. Bray.

427 **MAYOR'S COMMUNICATIONS**

The Mayor reminded Members that a non-business Council meeting was to be held on 23 March 2010 in order to present the Citizen (over 18 years of age) and Young Citizen (under 18) of the Year and Local Sporting Alliance Awards. Additionally, the Mayor extended an invitation for everyone to attend his Civic Ball on 16 April 2010.

Mr. Bessant left the meeting at 6.44 pm.

428 PETITIONS

In accordance with Council Procedure Rule No 10.11 petitions were presented as follows:-

- (a) By Mr. Lay on behalf of residents of Markfield objecting to a residential development off London Road, Markfield (a copy of this petition had already been given to the planning officer team).
- b) By Mr. Lynch on behalf of 41 residents of Sketchley Old Village relating to parking congestion at Sketchley Grange and parking restrictions on Sketchley Lane, Burbage. This latter issue would be addressed by the County Council and it was hoped that with extended car parking being provided at Sketchley Grange from April the congestion problems would be overcome.

429 LEADER'S POSITION STATEMENT

In presenting this Mr. Bray referred to the need tonight to set the Council's budget for the forthcoming year and to make decisions regarding the Capital Programme, Council Tax and the Housing Revenue Account. The Leader also referred to the Council's continuing excellent performance in the following areas:-

- Neighbourhood Wardens - public satisfaction.
- On-time site visits by building control officers.
- Reduction in serious violent crime.
- Licences issued in 30 days.
- Planning applications addressed on time.
- Percentage of invoices paid on time.

The Leader then commended those involved in securing for this Council the award of Best Outdoor Market 2010. So far as the town centre generally was concerned, the number of vacant shops within Hinckley remained no worse than the national average and a number of new shops had opened since the start of this year.

The Leader concluded by referring to the forthcoming retirement of Trevor Prowse and following tributes by the other political group leaders there was a round of applause from Members to acknowledge the work and professionalism of Mr Prowse during his stay at this Council.

Reference was made by Mr. Gould to the continued success of Barwell F.A. in the Carlsberg F.A. Vase competition and it was agreed that a letter of congratulation be sent to the team.

Finally, Mr Bill referred to a recent article in the Municipal Journal on the success of the Council in being found to be one of the four best local authority employers and it was agreed that a copy of this article be circulated to all Members.

430 SCRUTINY COMMISSION MEETING - 28 JANUARY 2010 (C53)

In presenting these Mr. Lay referred to discussions on the processing of and the waiting time for disabled adaptations in Council properties and to on-going discussions regarding the Council's anti-poverty strategy.

Messrs Bray and Joyce left the meeting at 7.02 and 7.07 pm, returning at 7.05 and 7.10 pm, respectively.

431 FINANCIAL STATEMENT BY THE EXECUTIVE MEMBER FOR FINANCE

In his introduction Mr. Lynch indicated his intention, since they were inter-related, to present the following reports in a single block:-

- General Fund Revenue Budget (Report C54)
- Calculation of Council Tax (Report C55)
- Capital Programme (Report C56)
- Housing Revenue Account (Report C57)

voting on each would, however, be done separately.

It was moved by Mr. Lynch and seconded by Mr. Bray that the recommendations contained in these 4 reports be approved.

Although 2009/10 had been a difficult year the Council had tackled positively the difficulties presented by the economic downturn and budgets had been prepared using a lengthy but robust process.

The General Fund Revenue Budget (Report C54) had been drawn up in accordance with the budget strategy and the principles set out in the Council's Medium Term Financial Strategy. Reductions in investment income and provisions for future pension costs meant an overall increase in the Council's net budget requirement of just under £300,000 or 2.6%.

In setting the level of Council tax increase for 2010/11 (Report No C55) a balanced view had been taken of the financial pressures facing the Council and the needs of residents. The average Band D Council tax for the borough (excluding parishes and precepts) would be set at £112.35 per household per annum - an increase for each household of £2.22 per year or 4.3p per week, or 2%. The total average Band D Council tax, including Leicestershire County Council Combined Fire and Police and Parishes would increase by £34.26, or 66p per week, or 2.4%.

The Capital Programme (Report No C56) followed a four-year rolling programme and would continue to be assessed by officers on a quarterly basis. As with all financial reports being considered tonight, the Capital Programme had been scrutinised and endorsed by the Finance and Audit Services Select Committee.

In referring to the Housing Revenue Account (Report C57) Mr. Lynch reminded the Council that the calculation of rent was in accordance with the

Government's prescribed model, the application of which produced different percentage increases for different properties. However, the average increase as set out in the report of the Director of Finance was 2.5%.

Mrs Camamile left the room at 7.46 pm, returning at 7.48 pm.

Tribute was paid to the Director of Finance and his team for producing the budget and to the Council's staff at all levels across the organisation who last year volunteered to take a temporary reduction in pay to assist the Authority's immediate and anticipated longer term difficulties.

Although generally supportive of the well set-out and balanced budget concerns were again expressed at the on-going revenue support to Hinckley Club for Young People. The Executive Member for Finance confirmed that the contractual amount given each year to this venture would be £35,000, as agreed previously by Council.

Mr. Bessant left the meeting at 8.18 pm, returning at 8.20 pm, at which time Mrs Richards left, returning at 8.25 pm. Mr. Smith left at 8.24 pm, returning at 8.26 pm.

432 GENERAL FUND REVENUE BUDGET 2010/11 (C54)

Members were requested to consider and approve this, together with the revised budget for 2009/10. These had been prepared taking into account the Capital and Housing Revenue Budgets, which were presented separately but needed to be read in conjunction with this report.

Following a show of hands with 19 members voting for the recommendations and 10 against the following was

RESOLVED -

- (i) The General Fund Service Expenditure shown in table 1 (page 2 of the report of the Director of Finance);
- (ii) The Special Expenses Area Expenditure shown in table 2 (page 3 of the report);
- (iii) The total General Fund Service Expenditure for the Council shown in table 3 (page 4 of the report); and
- (iv) The proposed movement of General Fund Reserves as set out in table 5 (pages 12-13 of the report).

433 CALCULATION OF COUNCIL TAX (REPORT C55)

Having endorsed the preceding report the Council was now called upon to formally approve the Council tax for the financial year 2010/11.

Following a show of hands with 19 members voting for the recommendations and 10 against it was

RESOLVED -

In accordance with Sections 32 to 36 of the Local Government Finance Act 1992 (as amended) the following be agreed for 2010/11:-

- (i) The Council's budget requirement, as set out in the General Fund Revenue Budget 2010/11 (Report C54), excluding Special Expenses and Parish Councils be £11,020,770;
- (ii) The Council's budget requirement as set out in the General Fund Revenue Budget 2010/11 (Report C54), including Special Expenses, be £11,626,910;
- (iii) The Council's total net budget requirement including Special Expenses and Parish Councils be £13,046,554;
- (iv) The contribution from Revenue Support Grant and Non Domestic Rates be £7,385,833;
- (v) A surplus of £41,536 on the Collection Fund will be transferred to an earmarked Reserve in accordance with Council policy in 2010/11;
- (vi) The Council Tax for Borough wide services, excluding Special Expenses and Parish Council precepts, for Band D be £96.02;
- (vii) The Council Tax for Borough wide services and an average of Special Expenses Services for Band D be £112.35;
- (viii) The basic amount of Council Tax, being the tax relating to Borough wide services and an average of Special Expenses and Parish Council services for Band D, be £150.59;
- (ix) The total Council Tax, including amounts for the County Council, Police Authority, and Fire Authority and for each area and valuation band be as indicated on the following page.
- (x) and; the calculation of the estimated surplus on the Collection Fund be delegated to the Director of Finance. The surplus will be transferred in accordance with Council's Policy to the Pension Reserve.

434 CAPITAL PROGRAMME 2009/2010 TO 2012/13 (C56)

Following a show of hands with 16 members voting for the recommendations, 10 against and with 3 abstentions it was

RESOLVED -

The revised Programme contained within the report of the Director of Finance be endorsed and the financial implications noted.

COUNCIL TAX 2010/11

VALUATION BAND PROPORTION OF BAND D	A 6/9	B 7/9	C 8/9	D 9/9	E 11/9	F 13/9	G 15/9	H 18/9
Parish	£p	£p	£p	£p	£p	£p	£p	£p
HINCKLEY	961.23	1,121.44	1,281.64	1,441.85	1,762.26	2,082.67	2,403.08	2,883.70
BAGWORTH	962.05	1,122.40	1,282.74	1,443.08	1,763.76	2,084.45	2,405.13	2,886.16
BARLESTONE	963.67	1,124.29	1,284.90	1,445.51	1,766.73	2,087.96	2,409.18	2,891.02
BARWELL	960.27	1,120.32	1,280.36	1,440.41	1,760.50	2,080.59	2,400.68	2,880.82
BURBAGE	957.75	1,117.38	1,277.00	1,436.63	1,755.88	2,075.13	2,394.38	2,873.26
CADEBY	941.03	1,097.86	1,254.70	1,411.54	1,725.22	2,038.89	2,352.57	2,823.08
CARLTON	946.80	1,104.60	1,262.40	1,420.20	1,735.80	2,051.40	2,367.00	2,840.40
DESFORD	954.60	1,113.70	1,272.80	1,431.90	1,750.10	2,068.30	2,386.50	2,863.80
EARL SHILTON	956.47	1,115.89	1,275.30	1,434.71	1,753.53	2,072.36	2,391.18	2,869.42
GROBY	961.69	1,121.97	1,282.25	1,442.53	1,763.09	2,083.65	2,404.22	2,885.06
HIGHAM	949.34	1,107.56	1,265.79	1,424.01	1,740.46	2,056.90	2,373.35	2,848.02
MARKET BOSWORTH	953.13	1,111.98	1,270.84	1,429.69	1,747.40	2,065.11	2,382.82	2,859.38
MARKFIELD	954.03	1,113.04	1,272.04	1,431.05	1,749.06	2,067.07	2,385.08	2,862.10
NAILSTONE	946.15	1,103.85	1,261.54	1,419.23	1,734.61	2,050.00	2,365.38	2,838.46
NEWBOLD VERDON	959.70	1,119.65	1,279.60	1,439.55	1,759.45	2,079.35	2,399.25	2,879.10
OSBASTON	936.83	1,092.96	1,249.10	1,405.24	1,717.52	2,029.79	2,342.07	2,810.48
PECKLETON	949.62	1,107.89	1,266.16	1,424.43	1,740.97	2,057.51	2,374.05	2,848.86
RATBY	962.97	1,123.47	1,283.96	1,444.46	1,765.45	2,086.44	2,407.43	2,888.92
SHACKERSTONE	949.75	1,108.05	1,266.34	1,424.63	1,741.21	2,057.80	2,374.38	2,849.26
SHEEPY	949.23	1,107.44	1,265.64	1,423.85	1,740.26	2,056.67	2,373.08	2,847.70
STANTON-U-BARDON	946.98	1,104.81	1,262.64	1,420.47	1,736.13	2,051.79	2,367.45	2,840.94
STOKE GOLDING	949.43	1,107.66	1,265.90	1,424.14	1,740.62	2,057.09	2,373.57	2,848.28
SUTTON CHENEY	945.83	1,103.47	1,261.11	1,418.75	1,734.03	2,049.31	2,364.58	2,837.50
TWYCROSS	941.19	1,098.06	1,254.92	1,411.79	1,725.52	2,039.25	2,352.98	2,823.58
WITHERLEY	934.09	1,089.77	1,245.45	1,401.13	1,712.49	2,023.85	2,335.22	2,802.26

435 HOUSING REVENUE ACCOUNT ESTIMATES 2009/10 (C57)

Presented to Council was the proposed budget for 2010/11 in respect of the Housing Revenue Account, together with the suggested level of rent increase which should apply in 2010/11. Following a show of hands with 16 members voting for the recommendations, 10 against and with 3 members abstaining it was

RESOLVED -

- (i) Dwelling rent increases for 2010/11 be set in accordance with the formula prescribed by the Government for rent restructuring, averaging 2.5% and the budgets set out in Appendices A, B and C to the report of the Director of Finance; and
- (ii) the Budget for 2010/11 be approved

Messrs Batty, Mayne and Morrell left the meeting at 8.30 pm, each returning at 8.35 pm.

436 ADOPTION OF THE HINCKLEY AND BOSWORTH LOCAL DEVELOPMENT SCHEME (C58)

Circulated to Members at the meeting was a revised recommendation to this report of the Director of Community and Planning Services. In response to a Member's question as to when land allocations and site specific proposals would be considered the Executive Member for Planning indicated that details should be finalised towards the end of this year, and the Development Plan document adopted in 2012. It was moved by Mr. Bray, seconded by Mr. Bill and, following a show of hands with 15 Members voting for the following revised recommendation, 1 against and 12 abstentions

RESOLVED – approval be given to the Local Development Scheme for submission to the Government Office for the East Midlands and the Director of Community and Planning Services be delegated the authority to bring this into effect.

437 SUPPLEMENTARY ESTIMATES FROM WASTE SERVICES (C59)

Council approval having been sought to supplementary estimates for 2009/10 and 2010/11 for waste services it was moved by Mr. Crooks, seconded by Mr. Lay and

RESOLVED - the following supplementary estimates be approved:

- (i) £35,000 income for the provision of trial food waste collection service on behalf of the Leicestershire Waste Partnership to Harborough District Council in 2009/10;

- (ii) £17,000 of fuel expenditure for increased fuel prices in 2009/10 and fuel used in the delivery of trial food waste collection service on behalf of the Leicestershire Waste Partnership;
- (iii) £45,000 for additional recycling credit and rebate income from improved recycling collection services in 2009/10;
- (iv) £11,750 income in 2010/11 for a six month extension to the trial food waste collection service on behalf of the Leicestershire Waste Partnership to areas of Hinckley and Bosworth; and
- (v) £16,000 of fuel expenditure in 2010/11 based on the latest estimated increase in fuel prices.

438 CONSTITUTION - RESIDUAL ISSUE (C60)

Further to minute number 331 of 15 December 2009 Members' agreement was again sought to three amendments to the Constitution as follows:-

- Speaking at Planning Committee.
- Amendment to printed Motions.
- The remit of the Appeals Panel.

The Executive Member for Corporate and Scrutiny Services having reminded Members that a two-thirds majority of the Council was required to approve changes to the Constitution moved that the recommendations in the report of the Chief Executive be agreed. It was agreed to accept proposals for (a) and (b) in the report, ie those relating to speaking to Planning Committee and amendments to printed Motions. Notwithstanding the proposal in the report that the Appeals Panel should hear appeals against dismissals for gross misconduct only and where otherwise required by statute (the rationale being that the Trade Unions had not sought changes to the current appeal arrangement) it was moved by Mr. Hall and seconded by Ms. Moore that the words "for gross misconduct" be deleted. It was suggested by Mr. Ward that the current arrangements remain, particularly since the Trade Unions had accepted the current arrangement whereby a comprehensive appeal procedure was in place for all staff, utilising the management hierarchy. A vote by means of a show of hands then took place with 5 Members only voting for proposal (c) in the report. It was thereupon

RESOLVED -

- (i) No change be made to the Constitution insofar as speaking at Planning Committees was concerned;
- (ii) Amendments to printed Motions be notified to the Monitoring Officer by 5.00 pm on the day of the meeting; and
- (iii) The Constitution be amended to provide that appeals against gross misconduct be heard by the Appeals Panel.

The Mayor declared at 8.52 pm that there would be a short adjournment. The meeting reconvened at 8.58 pm.

439 MOTIONS IN ACCORDANCE WITH COUNCIL PROCEDURE RULE 13

(a) Motion from Mr. M. R. Lay

“This Council notes with regret that the local ward members for Markfield and the Parish Council, were not given advance notice of a major housing application being considered by the planning department for Markfield. Local members were only made aware of the application by residents, who had received statutory consultation letters.

This application is contrary to the recently adopted Core Strategy and the developing Site Allocation Document and has caused much anger within the local community.

In future when planning applications are received by the planning department which feature more than 10 dwellings, local ward members and the Parish Council will be given advance notification before public consultation.”

At this juncture the Chief Executive gave advice to the effect that the second paragraph of this Motion might lead to a perception of pre-determination of a specific item by Planning Committee Members and their substitutes. Mr. Lay indicated that he was happy to remove the second paragraph and for consideration to be given to paragraphs 1 and 3 of the Motion only.

During Members’ deliberations reference was made to ward members’ notification of planning applications and involvement in pre-application discussions and the Director of Community and Planning Services stated that he was happy to arrange implementation of notification in accordance with the Motion.

Having been proposed by Mr. Lay and seconded by Mrs Sprason, it was

RESOLVED unanimously

“This Council notes with regret that the local ward members for Markfield and the Parish Council, were not given advance notice of a major housing application being considered by the planning department for Markfield. Local members were only made aware of the application by residents, who had received statutory consultation letters.

In future when planning applications are received by the planning department which feature more than 10 dwellings, local ward members and the Parish Council will be given advance notification before public consultation.”

Mr. Crooks left the meeting at 9.12 pm.

(b) Motion from Mr. M. R. Lay

“This Council notes with some concern the proposal by Leicestershire County Council to remove the subsidy it provides, towards the school bus running from Markfield and Field Head to South Charnwood High School which is unique in its location in open Countryside remote from Markfield. We would strongly urge the County Council to reconsider the proposal, that could well lead to the loss of a valuable service that may then no longer be viable for the operator without a subsidy but that currently provides safe transport along a route that otherwise would not be conducive to the safety and wellbeing of children should they have to walk or cycle along that route.

The route to South Charnwood High School from Markfield and Field Head is along unmade, narrow and unlit footpaths in the open countryside without any form of shelter along the route, fully exposed to the elements. The route extends in a harsh and exposed environment to over two miles from Markfield and three miles from parts of Field Head.

Parents strongly feel that the route raises significant health and safety concerns for children having to walk or cycle to school, particularly during winter months, on dark evenings and in inclement weather and that the potential loss of this valuable service, could impact negatively on the health and wellbeing of children attending South Charnwood High School.”

Mr Crooks returned at 9.14 pm.

The following amendment to this Motion by Mrs S. Sprason was circulated at the meeting:-

“This Council notes with some concern, that due to the low grant settlement the County Council receives from Central Government, the future Government funding cuts and the requirement to make efficiency savings will have an impact on non statutory subsidised services. One of these non statutory subsidised services, proposed to have the subsidy withdrawn, is the 838 school bus from Markfield/Field Head to South Charnwood High School.

We therefore would strongly urge the County Council to reconsider this proposal as South Charnwood is unique in its location it is in open countryside and remote from Markfield. Due to its location also prevents the alternative options of walking or cycling to school.

We request that the Chief Executive write to the County Council requesting it works with the bus operator, the school, Markfield Parish Council and parents to a realistic solution which would allow a bus service to continue to run from Markfield/Field Head to South Charnwood High School.”

An amendment moved by Mr. Cartwright that Groby Parish Council be involved in discussions on the bus service was seconded by Mr. Ward but upon being put to a vote was declared LOST, at which point further consideration was

given to the original Motion. Discussion followed on the restoration of the school bus service at Stoke Golding and in response to Mr. Bill, Mr. Lay indicated that he would, if the situation was similar, accept the following addition to the last paragraph of his Motion:

“...and that furthermore this Authority asks the Chief Executive to make the same representations re - the Roberts no. 835 Stoke Golding (St Martin’s High School) bus”.

The time now being 9.28 pm the Mayor called for the meeting to be extended by a further ten minutes. This was agreed.

The original Motion having been seconded by Mr. Bown, Mr Bill again requested that this be extended to include the Stoke Golding bus service. At this juncture, and in accordance with Council Procedure Rule 18.4, 5 Members present called for a recorded vote. The vote was then taken, recorded as follows:-

For the Motion (now extended to include the St Martin’s, Stoke Golding service) Mrs Francks, Mrs Aldridge, Mr. Batty, Mr. Bill, Mr. Boothby, Mr. Bown, Mr. Bray, Mr. Cartwright, Mr. Cope, Mr. Crooks, Mr. Gould, Mrs Hall, Mr. Hall, Mr. Inman, Mr. Joyce, Mr. Lay, Mr. Lynch, Mr. Mayne, Ms. Moore, Mr. Morrell, Mr. O’Shea, Mr. Smith, Mrs Sprason, Mr. Ward, Ms Witherford and Mr. Wright (26 votes).

Abstentions: Mr. Bessant, Mrs Camamile and Mrs Richards (3 votes).

The original Motion by Mr. Lay, as now amended to include the reference to Stoke Golding, was declared CARRIED.

440 ADDITIONAL ITEM OF BUSINESS

As indicated by the Mayor at the commencement of the meeting and as printed on the supplementary agenda, the Chief Executive referred to the Motion proposed by Mr. Bray as a matter of urgency relating to the funding of Westfield Centre, Hinckley. The reason for urgency was that concern had been raised that the County Council’s consultation period on this and other similar centres might expire before the next scheduled Borough Council meeting on 20 April. Clarification was being sought as to the period of consultation but if Members were minded to agree, representation could be made to the County Council to the effect that if the consultation process was concluded before 20 April this Council makes representation to the County Council that Hinckley and Bosworth Council deplores the decision of the County Council to cut funding.

The Chief Executive then advised Members of a similar Motion, again relating to the Westfield Centre, proposed previously by Mr. Morrell in accordance with the terms of the Constitution and due for debate on 20 April. In view of uncertainty which remained regarding the extent of the consultation period Mr. Bray moved that the Motion proposed by him tonight be now proceeded with. This was seconded by Mr. Bill.

The time now being 9.40 pm the Mayor called for, and it was agreed, an extension of time for this meeting by a further 10 minutes.

The point was raised that if an undertaking was received from the County Council to the effect that it would not be making a decision until after 20 April there would be adequate time for this Authority to debate this issue at a future date, as against tonight. Informal advice being received, to be confirmed in writing, that Hinckley and Bosworth Council would be in time to comment, it was agreed that the Motions of Councillors Bray and Morrell be both considered (unless a composite Motion is mutually agreed in the meantime) by the Council on 23 March (6.00 pm start) and this be followed by the Mayor's Awards Ceremonies at 6.30 pm.

(the meeting closed at 9.50 pm)

HINCKLEY & BOSWORTH BOROUGH COUNCIL

SCRUTINY COMMISSION

4 MARCH 2010 AT 6.30 PM

PRESENT: Mr MR Lay - Chairman
Mrs R Camamile - Joint Vice-Chairman
Mr P Hall - Joint Vice-Chairman

Mr JG Bannister, Mr PR Batty, Mr DM Gould, Mrs A Hall, Mr DW Inman, Mr CG Joyce, Mrs S Sprason and Mrs BM Witherford.

Officers in attendance: Mr S Atkinson, Mr C Bellavia, Ms V Bunting, Mr B Cullen, Mr M Evans, Mr R Grantham, Miss L Horton, Miss R Owen, Mr T Prowse and Mrs S Stacey.

Also in attendance: Anthony Riley (Waterloo Housing Group), Gurmeet Virdee (De Montfort Housing – part of the Waterloo Housing Group), and Neil Whittenbury (Midland Heart).

448 **APOLOGIES AND SUBSTITUTIONS**

Apologies for absence were submitted on behalf of Mrs Francks, Mr Morrell and Mr Sutton.

449 **MINUTES (SC66)**

RESOLVED – the minutes of the meeting held on 28 January 2010 be confirmed and signed by the Chairman.

At this juncture, the Chairman announced that there would be a launch event of Clockwise Credit Union at 2pm on 23 March. A briefing note was circulated to Members.

450 **DECLARATIONS OF INTEREST**

No interests were declared at this stage.

451 **SCRUTINY REVIEW: REGISTERED SOCIAL LANDLORDS**

The Scrutiny Commission received a short presentation from representatives of De Montfort Housing and Midland Heart and then asked questions of the representatives in order to progress the review of Registered Social Landlords operating in the Borough.

The representatives were thanked for their attendance.

452 SCRUTINY REVIEW: AFFORDABLE HOUSING IN THE LOCAL DEVELOPMENT FRAMEWORK (SC67)

Members received a report which provided feedback from the Scrutiny Working Group on 10 February 2010. In response to a Member's question, the criteria for allocating points to housing applicants was outlined. It was also explained that there could not be a local lettings policy for every area of the Borough, that there still needed to be flexibility and that people could not be excluded from joining the housing register. Members reiterated that an important aspect was encouraging people to get onto the housing waiting list. In response it was explained that a Communications Strategy would be formulated to cover this.

It was stated that a review of the Allocations Policy would go to the Executive in May, but that work on the Communications Strategy would commence as soon as possible.

RESOLVED –

- (i) the content of the report be noted as a way forward for considering the allocation of affordable housing;
- (ii) the recommendations of the Working Group be supported to progress the review of the way properties are allocated in the Borough.

453 COMMUNITY SAFETY REVIEW (SC68)

As agreed in October 2009, Members were provided with a progress report on the actions and outcomes undertaken by this Council and its partners in response to the Inquest in September 2009 into the tragic deaths of Fiona Pilkington and Francessca Hardwick.

The Chief Executive reported that a multi-agency 'Gold' recovery group now met fortnightly and had also received support from Melton Borough Council in respect of Family Intervention and was supported by the Silver and Bronze groups responsible for delivering recovery plans. It was also reported that the Weekly Information Sharing Team (WIST) had been recognised as good practice and was now being set up in other districts. It was stated that many actions had been completed and signed off, but that there were still some to do, including ensuring that the IT systems were in place to share information more easily. It was also highlighted that an issue had been raised about the definition of vulnerability and it had been agreed that there were many definitions so a checklist had been created to assist in identifying vulnerable people.

It was requested that the work undertaken be publicised, and in response it was noted that there would be an article in the next Borough Bulletin to include initiatives for the Pride in Barwell campaign.

A Member asked if information on the initiatives could be passed to Parish Councils to encourage them to address issues in their communities. It was

agreed that this could be done via the Parishes Forum or the Bosworth Safety Group.

Members thanked officers for the excellent and very informative report and progress made.

RECOMMENDED – the actions taken and outcomes being achieved be endorsed.

454 COMMUNITY HEALTH SERVICES REVIEW (SC69)

A report was presented which provided an update on progress since the Community Health Services review consultation in 2009. A Member expressed concern about the lack of investment in health services in the northern parishes. It was agreed that a representative of the PCT be invited to discuss its future plans.

RESOLVED –

- (i) The Scrutiny Commission notes the feedback on the latest developments;
- (ii) A representative of the PCT be invited to the meeting of the Commission in May.

455 UPDATE ON CAPITAL PROJECTS (SC70)

Members received a report which advised them of progress made with regard to the Atkins Development, Council Offices Relocation, Argents Mead Enhancement, Bus Station Development, Hinckley Club for Young People and the Greenfield's Enterprise Centre.

The Chairman of the Civic Facilities Scrutiny Group highlighted the points that had been raised at the meetings of that group, stating that the Members room and meeting rooms were suitable, but expressing concern with regard to the main meeting room being primarily a room for weddings and the Mayor and Leader sharing an office. It was agreed that the group would meet again when the plans for the layout of the main meeting room in the basement of the Atkins building were available from the Council's architect.

Officers reminded Members that any accommodation in the Atkins building would be temporary, and that Members had requested that the meeting facilities should be multifunctional and not just for Members' use.

RESOLVED –

- (i) progress on the capital projects be noted;
- (ii) the Civic Facilities Working Group report back to the Scrutiny Commission after looking at the plans for the main meeting room layout.

456 OVERVIEW AND SCRUTINY WORK PROGRAMME 2009/10 (SC71)

Members received the Work Programme for 2009/10.

RESOLVED – the work programme be agreed to include any additions agreed during this meeting.

457 FORWARD PLAN OF EXECUTIVE AND COUNCIL DECISIONS (SC72)

Members received the Forward Plan of Executive and Council decisions.

It was requested that the reports on Housing Allocations (Local Lettings) Policy, Tenant Satisfaction Survey results, Sustainable Urban Extension and Neighbourhood Wardens Enforcement Policy be brought to the Scrutiny Commission.

RESOLVED – the Forward Plan be noted and the abovementioned item be added to the Scrutiny Commission Work Programme.

458 MINUTES OF SELECT COMMITTEES

The minutes of the following meetings were received:

- (i) Finance & Audit Services Select Committee, 11 January & 1 February 2010 (SC73 & SC74);
- (ii) Council Services Select Committee, 14 January 2010 (SC75);
- (iii) Civic Facilities Scrutiny Group, 9 & 23 February 2010 (SC76 & SC77).

(The meeting closed at 9.00 pm)

COUNCIL - 20 APRIL 2010

**REPORT OF HEAD OF CORPORATE AND SCRUTINY SERVICES/
MONITORING OFFICER
RE: AMENDMENTS TO THE CONSTITUTION**

1. PURPOSE OF REPORT

- 1.1 To recommend further changes to reflect the operational staffing arrangements as we move into the new structure.

2. RECOMMENDATION

- 2.1 That Council approve the changes proposed in paragraph 3.

3. BACKGROUND TO THE REPORT

- 3.1 A new Management Structure has recently been approved and came into operation on 1 April 2010, as such and to ensure continuity of service the following changes to the constitution are required;

That references to:

Director of Finance and ICT are changed to Deputy Chief Executive (Corporate Direction).

Director of Community and Planning Services are changed to Deputy Chief Executive (Community Direction).

Head of Corporate and Scrutiny Services are changed to Chief Officer (Corporate and Community Resources, Scrutiny and Ethical Standards)

Head of Community Services (Housing) are changed to Chief Officer (Housing, Community Safety and Partnerships)

Head of Community Services (Environment) are changed to Chief Officer (Environmental Health)

Head of Business and Streetscene services are changed to Chief Officer (Business Contract and Streetscene Services)

Deputy Chief Executive are changed to Deputy Chief Executive (Community Direction)

- 3.2 Please note that where authority and onward delegation are to the Monitoring Officer or s151 Officer, these are the Chief Officer (Corporate and Community Resources, Scrutiny and Ethical Standards) and Deputy Chief Executive (Corporate Direction)).

4. FINANCIAL IMPLICATIONS

None

5. LEGAL IMPLICATIONS(LH)

Contained within the report

6. **CORPORATE PLAN IMPLICATIONS**

- 6.1 This report contributes to the Corporate Aim of Probity and Honesty in governance and Management, by allowing more opportunities for discussions during council meetings which may not arise on the agenda.

7. **CONSULTATION**

- 7.1 The issues raised have been requested by particular officers and have already received member approval. The consultation on the new management structure has also received approval.

8. **RISK IMPLICATIONS**

- 8.1 Approval of these amendments will ensure that the scheme of delegation is up to date and decision making will be in accordance with the Constitution.

9. **KNOWING YOUR COMMUNITY/ RURAL IMPLICATIONS**

- 9.1 This applies across the Borough

10. **CORPORATE IMPLICATIONS**

None

Background Papers: None

Contact Officer: Louisa Horton x5859

Portfolio Holder: Councillor Wright

14C20apr10

COUNCIL – 20 APRIL 2010

REPORT OF DEPUTY CHIEF EXECUTIVE (CORPORATE DIRECTION)
RE: PEOPLE STRATEGY 2010 - 2012

1. **PURPOSE OF REPORT**

To present to Council the draft People Strategy that sets out the people strategic priorities for 2010/11 and 2011/12.

2. **RECOMMENDATION**

That following the endorsement by Personnel Committee on 31 March 2010, the People Strategy and action plan is approved.

3. **BACKGROUND TO THE REPORT**

3.1 The Corporate Plan sets out five overall aims – of improving the quality of life for people who live and work in the borough. Our success in delivering these aims is dependant to a large extent on the contribution of our workforce throughout the organisation; they are our most significant and important resource.

3.2 Since the last Corporate Workforce and People Strategy was approved during 2008, there have been changes in context both internally and more significantly externally, as a result of the unstable and weak economic climate. The impact of the economic downturn has led to drastic cuts in budgets resulting in pressures upon current establishment costs. The pressure to achieve more for less now and in the future whilst maintaining and improving productivity, is a major challenge.

3.3 These external factors have seen an increased focus upon service transformation; a major theme throughout the strategy. Against this backdrop, we are also responding to government policies and initiatives focussing upon partnership working with other agencies (Total Place agenda) and, as a local public sector employer, working with other agencies in addressing unemployment levels such as supporting work placements and apprenticeships.

3.4 Equally, internal factors such as the relocation of the Council Offices and the roll out of flexible working require staff to learn different ways of working; this is a huge cultural change. We need to therefore ensure that we have the right arrangements in place in order to engage a skilled, flexible and diverse workforce which can adapt to change and one that is managed and developed to maximise employee performance.

3.5 The People Strategy sets out where the Council expects to be in the next two years. The priorities, which are aligned to the Corporate Plan, detail how this will

be achieved during 2010/11 and over the longer term 2011/12. The strategy and action plan is also underpinned by the recently drafted Local Government Workforce Strategy 2010, 'Delivering through People'. The Action Plan is themed into five areas which are:

1. Organisational Development – Transformation
2. Developing Leadership Capacity
3. Developing Workforce Skills and Capacity
4. Workforce Planning, Engaging Talent
5. Pay and Rewards

- 3.7 The Action Plan is a live document interlinking with other key projects throughout the authority, and as such will be amended if the need arises. The Head of Corporate and Scrutiny Services has the lead responsibility for the implementation of the People Strategy. The Strategic Leadership Board (SLB) will oversee the implementation of the strategy via regular progress reports.

4. **FINANCIAL IMPLICATIONS [DB]**

There are none arising directly from this report. Where the action plans identify training needs these will have to be met from the existing Corporate Training Budget.

5. **LEGAL IMPLICATIONS [LH]**

There are none arising directly from the report.

6. **CORPORATE PLAN IMPLICATIONS**

The People Strategy directly supports the Corporate Plan priorities for 2010 - 2015

7. **CONSULTATION**

The Strategic Leadership Board, Corporate Operations Board and Transformation Board were consulted upon the first draft during January 2010; the final draft approved by SLB on 29 March 2010. Consultation commenced with the Unison local branch and regional organiser earlier this year.

8. **RISK IMPLICATIONS**

It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.

The following significant risks associated with this report / decisions were

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
<p>1) A strategic people action plan is required. Without such strategy/plan this may lead to capacity issues within the council thus affecting overall performance and productivity</p> <p>2) Workforce planning is a key performance measure used by external bodies such as the Audit Commission</p>	<p>Implement the action plan within the People Strategy 2010/12</p>	<p>Louisa Horton</p>

9. **KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS**

The Strategy has been impact assessed and an action plan completed.

10. **CORPORATE IMPLICATIONS**

By submitting this report, the report author has taken into account all relevant implications.

Background papers: Local Government Workforce Strategy 2010, 'Delivering through People'

Contact Officer: Julie Stay, HR Manager Ext 5688

Executive Member: Councillor D Wright

18C20apr10



Hinckley & Bosworth
Borough Council

A Borough to be proud of

People Strategy

2010-12

Transforming our people, transforming our services



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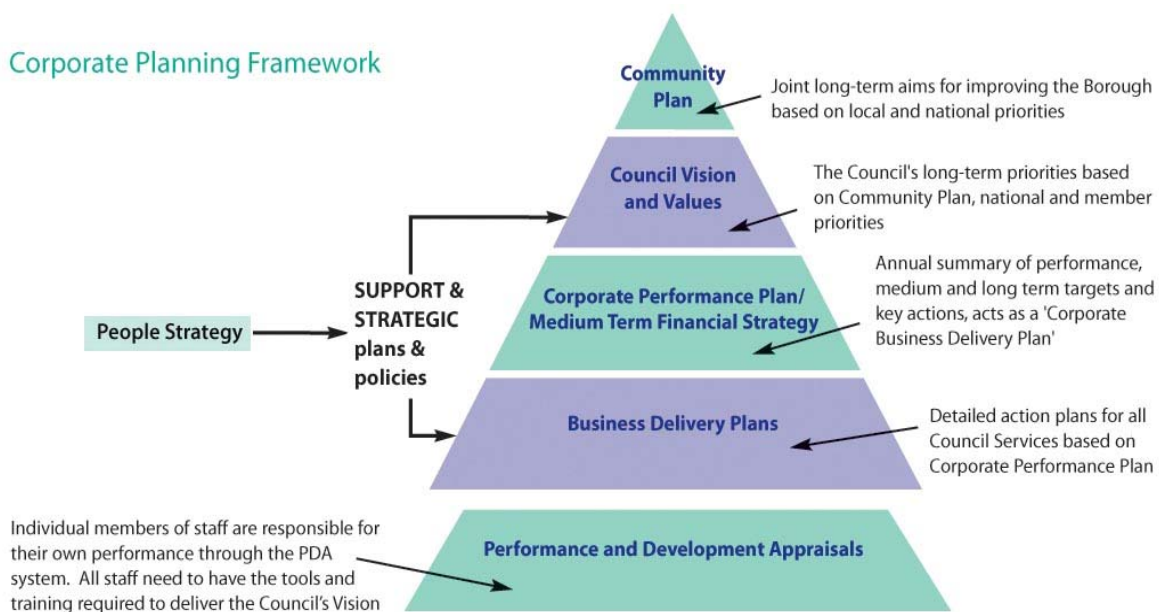
Introduction

1.1 The vision “A Borough to be proud of” for Hinckley and Bosworth Borough Council is set out within the Corporate Plan for 2010 - 2015. To achieve the vision the Council has set out five aims to guide service development and delivery. These aims are:-

- Cleaner and greener neighbourhoods
- Thriving economy
- Safer and healthier borough
- Strong and Distinctive Communities
- Decent, well managed and affordable housing

In order to deliver our vision the aims are supported by the following values:

- Life quality and the environment within our community is further improved
- Improved effectiveness working in partnership at a competitive price
- Vulnerable people are safeguarded
- Equality and Fair Treatment for all



1.2 In order to realise this vision the People Strategy will:

- support the Council in valuing, developing and maximising the contribution of all its employees
- ensure that provision is made for our employees to be clear about the Council's outcomes and expectations
- ensure that employees are clear about the behaviours required in order to fulfil the Council's aims
- Ensure that workforce planning is integral to the Council's planning process
- Ensure fair and consistent treatment of all of our people

1.3 Strategic Alignment

The People Strategy will not operate in isolation. The actions set out within this strategy clearly link to other corporate strategies such as the Community Plan and Corporate Plan 2010 -2015. The strategy also links directly to Business Delivery Plans and the Corporate Training Plan. The position statement below shows the direct linkage in how actions within the People Strategy contribute to the strategic aims of the Council and the Local Government Workforce Strategy.

HBBC Strategic Aims 2010 – 2015 Position statement showing what the Council is doing to build its workforce capacity in order to achieve its strategic aims					
Local Government Workforce Strategy 2010 Priority Themes	Cleaner and Greener Neighbourhoods	Thriving Economy	Safer and Healthier Borough	Strong and Distinctive Communities	Decent, Well-Managed and Affordable Housing
Organisational Development Building an effective workforce for new structures to deal with new ways of working	Implement a flexible working and relocation project Engaging our staff during organisational change		Review attendance management policy Review Occupational Health Service Review stress survey	Implement the Equality and Diversity Action Plan	Develop Business Process Engineering processes in key areas i.e. housing
Leadership Development Building visionary and ambitious leadership both politically and managerially		Empowering our managers to deal with emerging challenges: Strategic Commissioning Service review /redeployment		Support and empower effective political Renew commitment to the Member Development Charter	Develop succession plans for aspiring managers to develop strategic skills
Skill Development With partners, developing employees skills and knowledge in an innovative high performance	Implement Skills for life initiative within Streetscene Services to ensure skills base for all staff is minimum NVQ Level 2 and basic literacy and numeracy Attract and retain staff by implementing a well structured 'e'induction programme Maintain and develop a system to identify skills of employees to assist with workforce planning				
Recruitment and Retention Action to address occupational shortages Promotion of careers	Participate in the Future Jobs Fund 19-24 yr old Develop an apprenticeship scheme 16 -18 yr old			Promote Local Government as an 'employer of choice'	Develop use of skills pathways in hard to recruit areas (Planning, Environmental Health)
Pay and Rewards Modernising pay systems Total Reward Systems	Review travel allowance scheme	Develop a total reward approach to attract candidates into the borough	Review travel allowance scheme including tax free benefits	Maintain equal pay audits to ensure our pay structure is non discriminatory	

2. Internal Context

2.1 There are a number of challenges for HBBC which provides the organisational context for a formalised and forward-looking People Strategy. They are:-

- Budget constraints
- Service Transformation; driving excellent customer service throughout HBBC to meet growing customer expectations
- Employee Engagement and embedding our organisational values

2.2 Our ongoing working relationship with the recognised trade unions both at regional and local level is essential to the successful delivery of this strategy. We will continue to work closely with them to maintain open communication and consultation to ensure productive outcomes. Both the trade unions and senior management have recognised the need to maintain the Local Joint Panel to ensure effective policy review, monitoring and development of initiatives.

2.3 We want our workforce to reflect the diversity of our community; achieving diversity is a thread that runs through the strategy and aligned to the Single Equality Policy and Action Plan. Our strong commitment to Equality and Diversity needs to be embedded in all aspects of our work to ensure that the Council's commitment to become an 'achieving' authority under the Equality Framework for Local Government is realised. The overall Black and Minority Ethnic population (BME) within the Borough is 3,535 or 3.5% in comparison our workforce is 2.9%. This is based upon the 2001 census and therefore may not be a true representation of the Borough at this point in time.

2.4 Budget constraints

The Medium Term Financial Strategy (MTFS) identifies the challenges the Council face given the impact of the recession and slow economic recovery. The Council has responded to recent budget pressures by implementing short term measures such as voluntary redundancy and securing a collective agreement in regard to reducing the working week by one hour to avoiding compulsory redundancy (this has recently ceased). The Council has also implemented a senior management restructure effective from April 2010. In the medium and longer term the strategy identifies that the anticipated Comprehensive Spending Review 2010 (CSR10) could result in further significant reductions in expenditure. Alongside this, the Council has seen increased demand in critical services despite the reduction in capacity; performance has been maintained demonstrating an organisational culture of flexibility and commitment. It is recognised by senior management that the test 'delivering more with less' will be a priority for the coming years and throughout the life of this strategy.

2.5 Member Development

Hinckley & Bosworth Borough Council actively supports Councillor Development. Commitment to this is shown in work towards the East Midlands Councillor Development Charter, the adoption of the LRIP Member

Development Strategy and planned creation of our own internal strategy, adoption of role profiles for Councillors and individual support in personal development planning. The authority also leads on the EM IEP funded Member Development Project for Leicestershire, Leicester and Rutland to support future leaders and community leadership through a Leadership training programme based on needs identified by Members.

2.6 Transformation Agenda

The underlying theme of the People Strategy is transformation. By transforming services the Council is enabled to do things quicker, better and right first time. In turn this will improve the quality of service experienced by the customer, increase efficiencies and enable the Council to reallocate resources to priority areas. The work of the Transformation Board has focussed upon specific areas of Human Resource Management and the deliverables will be to be transitioned effectively into the action plan within this strategy.

The areas of transformation are outlined below:

Business Process Re-engineering

Improving business performance through BPR will require people to develop lean team working habits. Our people will develop skills outside of their existing job role and therefore empowered to transfer those new skills to other team members. The outcome is two-fold; performance will increase and staff are engaged and motivated due to diversity within their job role.

Customer Insight

Customer insight is an in-depth understanding of customer's behaviours and needs and supplying the services in line with those needs. By understanding our customers the Council can build services around the customer whilst contributing to efficiency savings from service transformation. We are taking advantage of technology to improve the quality and accessibility of service delivery in order to meet those specific needs. This directly contributes to our objective of knowing your community under the equalities agenda.

Flexible Working and Relocation

The Council recognise that new ways of working have emerged which enables employees to work remotely and in different time patterns. We want a flexible workforce that can deliver flexible services without compromising on service delivery. The Council is relocating to smaller premises during 2010 as a result accelerating the flexible working agenda. The Flexible Working and Relocation programme has progressed significantly during the last twelve months; HR has provided the framework of enabling policies to support this change. The developmental needs of both managers and people will also be a key priority for the HR function in delivering the changes to working practices.

Shared Services

The Council is committed to working with partners and the Transformation Board is coordinating service reviews which may result in identifying alternative methods of delivery such as shared services. The HR team needs to be responsive to the changes in service provision and support the managers during the development of the business case and implementation.

Talent Management

The Chartered Institute of Personnel and Development (CIPD) defines talent management as “the process for attracting staff, identifying talent, development, engagement and retention of individuals demonstrating high levels of achievement now and in the longer term”. We will develop talent management techniques in order to meet the current financial challenges and to optimise our performance. In order to develop assessment techniques, the Council will develop a behavioural competency framework to strengthen the performance management of our people and to provide the foundation for identifying our core talent base.

2.7 Employee Engagement – embedding our values

The introduction of a behavioural competency framework will also assist in engaging people with the Council organisational values which were introduced during 2008. The McLeod review ‘Engaging for success: enhancing performance through employee engagement’ identifies two levels of engagement: firstly, the setting of targets and monitoring performance through annual employee surveys. The Council is currently utilising the ‘Best Council to work for’ employee engagement survey. Using the survey data prior to implementing the transformation agenda will provide a means of establishing a benchmark against which the programme can be monitored; also to enable the Council to find out more about how people feel about key elements of their employment by the Council.

2.8 The second level of engagement is when people are integral to delivering the Council strategy. This incorporates the values and behaviours needed from everyone to deliver the priorities and to recognise that the insights of front line staff are relevant when developing its approach to customers. Employee voice will be critical in developing new services and even more so in terms of the efficiency agenda essentially to ‘deliver more with less’.

2.9 As part of the launch of the previous strategy the Strategic Leadership Board was keen to seek people’s views and opinions on the major themes within the strategy. As a result various employee and manager focus groups took place over a series of months, with a report identifying core issues, such as the appraisal process and inconsistent communication at middle manager level and below. These issues have helped to shape the refreshed People Strategy and influence new areas of work such as the review of the Performance and Development Appraisal (PDA) process and internal communications.

3. External context

3.1 The People Strategy is directly informed by a number of key external influences which impact on people performance and practices as follows:-

- Total Place Initiative
- Comprehensive Area Assessment and Key Lines of Enquiry
- The Efficiency Agenda – CSR10
- The Local Government Workforce Strategy

3.2 Total Place is a new initiative that looks at a ‘whole area’ approach to public services, identifying more collaboration between public services resulting in improved service delivery and releasing efficiencies. Whilst in its embryonic stage, longer term this may impact upon the size and structure of councils, potential merging with other public sector organisations and impacting on how organisations procure and deliver services. The focus will be on the outcomes of delivery and not on who or how they are delivered.

3.3 The Council was assessed as “**excellent**” under the Comprehensive Performance Assessment (CPA) in December 2008. The successor to CPA, the Corporate Area Assessment (CAA) has seen, for the first time, workforce included as a key line of enquiry in the Use of Resources assessment. The Council’s performance has been sustained as the recent organisational assessment confirmed, judging us as 'Performing Well' which makes us the best performing district council in Leicestershire.

3.4 The 2007 Comprehensive Spending Review requires local government to achieve significant level of cashable savings year on year, focussing upon value for money and service transformation. Against the backdrop of slow economic growth in the UK, the anticipated reduced central government finance settlement for the period of the next Comprehensive Spending Review 2010 (CSR10) will put further strain on the Council’s finances and will impact upon the resources required to deliver the action plan.

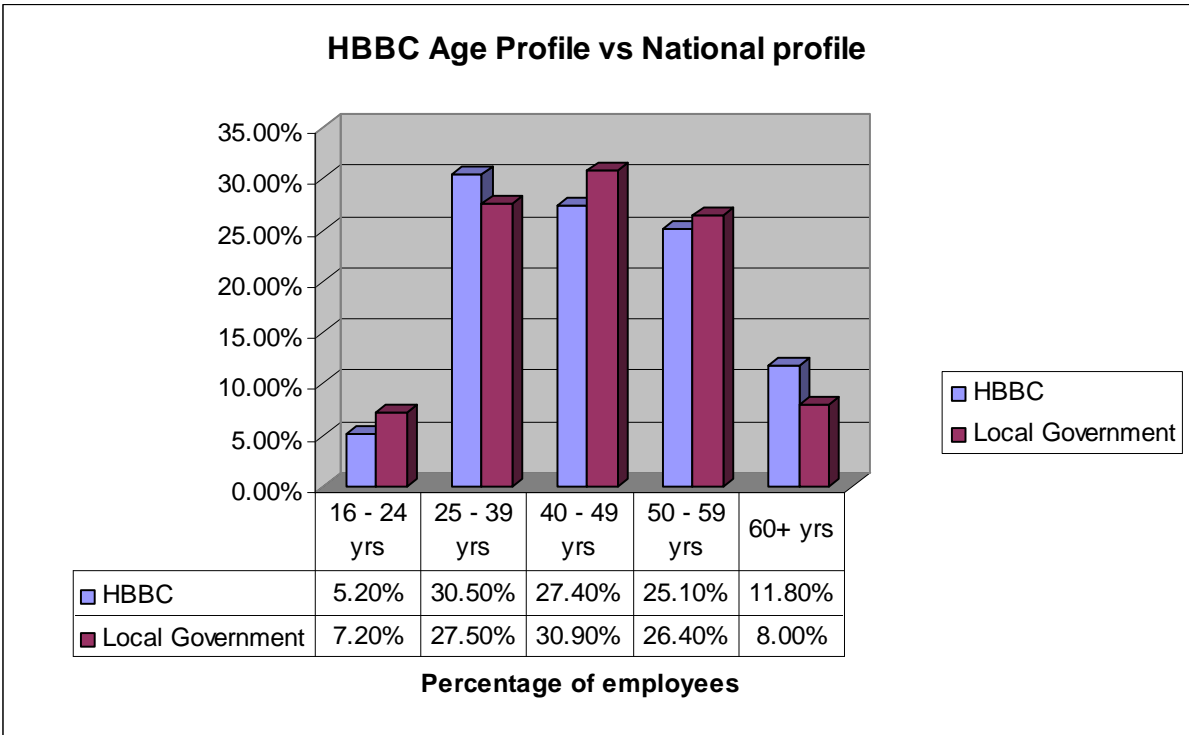
3.5 The People Strategy is influenced by the Local Government Workforce Strategy 2010 ‘delivering through people’ which is currently under consultation. This national strategy suggests a ‘direction of travel’ for councils and identifies five strategic priorities that should be considered. These are:

Organisational Development
Leadership Development
Skill and Competency Development
Recruitment and Retention
Pay and Rewards

The action plan appended to this strategy is structured around these five priorities.

4. Workforce Profile

- 4.1 Hinckley and Bosworth Borough Council is a large local employer with approximately 420 employees. Over 43% of the Council's revenue budget is spent on people related costs.
- 4.2 2.8% of our people are from black and ethnic minority (BME) communities and 3.9% have declared that they have a disability within the terms of the DDA, yet recent audits (in respect of emergency planning) of the Council indicate that this is nearer 12.5%.
- 4.3 In respect of top 5% of earners, 5% are from black and ethnic minority communities yet we have no employees who have declared that they have a disability in this pay bracket.
- 4.4 The number of women within the top 5% of earners could still be improved; of the 23 people within this group only 6 (just under 26%) are women. To encourage more women into senior grades much work has been done though the flexible working project and by creating an additional management layer to facilitate succession planning.
- 4.5 An issue across the whole of Local Government and not unique to this Council is that we have an ageing workforce (see table below). 5.2% of our workforce is within the 16 to 24 age band and we have 11.80% over the age of 60 years. The age distribution has remained static for the last two years; this is despite recent voluntary redundancies which predominantly affected the over 50 year age group. The age distribution for HBBC mirrors the national profile for local government (Local Government workforce Survey 2009)



- 4.7 As a result of the Attendance Management policy, sickness absence has decreased and remained relatively stable with average sickness fluctuating between 8.82 and 8.7 days between 2007 and 2009.
- 4.8 The Council has good retention rates of employees. The turnover rate of employees, for all reasons, has remained relatively stable at an average rate of 11.7% which is slightly higher than the national average (11% 2008/09).

	2006/07	2007/08	2008/09
Turnover rate (including involuntary leavers i.e. redundancy)	11.97%	11.43%	11.90%

5.0 Workforce Planning

- 5.1 Workforce planning is a key tool for all organisations, but it is particularly relevant to the public sector where there is a need to build capacity and capability within its workforce to meet future requirements. The Council introduced workforce planning in 2008/09. The Council recognises that embedding workforce planning is a long term approach and more work is required to engage managers with the merits of this planning exercise. A toolkit will be available with dedicated support from the HR team so that managers can identify what staffing requirements will be required in order to meet future needs and the gaps that will need to be filled in order to achieve this. Moving forward, the foundations of workforce planning are now in place and the longer term goal is that they are strengthened and embedded within the business delivery planning process.
- 5.2 The implementation of an integrated HR system last year has resulted in improved reporting of workforce data. This will further improve the workforce planning process.

6. The People Strategy – Action Planning

- 6.1 From national research undertaken and from CPA and CAA assessments where authorities that have scored good or excellent, it is clear that there is a link between Human Resource Management practices and organisational performance. Indeed this has been a major contribution the Council's recent success. This strategy provides a current assessment of our position and a vision of where we would like to be over the next two years in order to sustain this success.

Organisational Development - Transformation

- 6.2 Organisational Development is “a planned and systematic approach to enabling sustained organisation performance through the involvement of its people” CIPD. A whole organisational approach, we want to develop a high performing, customer focussed organisation and ensure that our employees are able to deliver high quality and efficient modern services.

- 6.3 The HR focus for the next two years will be to engage employees and encourage their contribution to organisational change. We will be clear about our behaviours and the organisational values expected from our employees. We will ensure that capacity is kept at its optimum levels by proactively managing sickness absence levels.
- 6.4 Through service transformation we will review service delivery, challenging and re-designing business processes and systems. We will ensure that we know our community and deliver services aligned to those needs through equality mapping and improved consultation mechanisms.
- 6.6 A behavioural competency framework is required to evaluate individual performance, identify skills gaps and specific routes for development. Once established, this will underpin the assessment methodology to identify 'talent'. Talent management is an umbrella term overarching existing people management activities, for example recruitment and retention, personal development and succession planning. Talent management therefore, will thread through the strategy action plan. Development of a bespoke framework will commence April 2010.
- 6.7 To provide flexible service delivery, we will continue to encourage employees to work in innovative and flexible ways of working, supporting managers and staff through this cultural change. This will ensure success of the relocation project, aligning to the green travel plan and finally supporting our employees' work life balance.

Developing Leadership Capacity

- 6.8 We will enhance our community and organisational leadership by supporting continued strategic leadership development of the Strategic Leadership Board and Executive, as the political leaders.
- 6.9 We will further embed succession planning for key leadership posts within the Council. We will ensure that key talent identified as potential successors have access to leadership development and that our recruitment arrangements for senior managers reflect the leadership and behaviours required.
- 6.10 Through the revision of the behavioural competency framework we will procure leadership development activity aligned directly to the corporate aims and values of the Council.
- 6.11 Working with partners, we will continue to seek funding for shared leadership development, in particular the Leadership Programme facilitated by Warwick University.

Developing Workforce Skills and Capacity

- 6.12 We want to be an organisation where change and improvement is achieved through developing the skills and competencies of our people ensuring that they have the right knowledge, skills, attributes and confidence to achieve levels of high performance in their jobs.
- 6.13 We will review our appraisal process, and we will promote learning and development as a joint responsibility between the individual employee and

their manager. Through our revised appraisal process the aspiration is that all our employees are supported to develop and 'own' their personal development plan in partnership with their manager to ensure it aligns to the business delivery plan.

- 6.14 We will maximise the use of the resources to target learning and development to the needs of the organisation as well as to personal development.
- 6.15 We will build a blended approach to learning and development opportunities for our people making best use of coaching, learning on-the-job, vocational qualifications and course provision. Using the e-induction as a foundation, we will also introduce an e-Learning Management System delivering training courses on-line. This represents flexibility and value for money.
- 6.16 As part of succession planning specific programmes will be procured to support talent management within the organisation and ensure that career planning for potential managers is supported.
- 6.17 As new ways of working emerge, i.e. flexible working, electronic document management and workflow case management, employees will be supported in making the maximum use of those technologies. Strategic commissioning within local government requires managers to have wider skills such as commissioning and procurement, contract and project management.
- 6.18 Ensuring that learning opportunities are accessible to all of our employees we will promote an accessible and flexible learning environment using targeted approaches to learning such as implementing the skills for life programmes in relevant service areas.

Workforce Planning, Engaging Talent

- 6.19 The HR team will provide service managers with support during the business delivery process. A toolkit will be provided to managers along with management data such as turnover, retirement dates, skills assessments, absence, age profiles and local government market data. The process will be part of business delivery planning to ensure that any significant workforce issues are actively considered.
- 6.20 We will employ the best people with the most relevant skills, knowledge and experience who exhibit behaviours aligned to our values. We will review our current approach to job descriptions and look for ways of building more flexibility and opportunity (through career grades) into council job roles.
- 6.21 Through the recently implemented HR system, we will streamline the application process to improve candidate experience and improved internal processes. We will redesign our recruitment web page utilising IDeA resources, such as providing online literature and links to promote local government as an employer of choice. Alongside this we will develop a database of suitably skilled candidates.
- 6.22 We will implement the Future Jobs Fund initiative providing work placements for young people, with the capacity, via increased funding, to provide

apprenticeships for 12 months. This will provide opportunities for work experience and increase the younger age profile within the Council. We will continue to work with our local college in providing work experience placements for students. This will promote the Council as an employer of choice to prospective applicants.

- 6.23 In order to improve the learning process for new employees and improving access to council information, an e-induction process will be implemented providing a strong commitment to the importance of induction. The focus will be on a strong corporate message to new recruits and making use of networking opportunities as well as new learning portals such as the Learning Pool.

Pay and Rewards

- 6.24 The Council has undertaken a single status review, which was concluded in October 2006. To make certain that the structure moving forward is equality proofed, there is a commitment to undertake regular Equal Pay Audits. The audit assesses any areas of potential risk in respect of equal pay claims, demonstrating the Council's commitment to equality.
- 6.25 The outcome of the single status review resulted in a hybrid pay structure; this being progression through the grade via annual increments based upon length of service and a top increment awarded based upon performance. We want to ensure that there is a closer link between appraisals and pay, link increments with performance using the competency framework as one of the methods of assessment. Line managers will assess their team member in a way that is objective and transparent. We recognise that this will be a change in culture for staff and managers and perceive this to be a long term aspiration. This work should help us to retain and promote internally, reward good performance and attract quality employees to the Council.
- 6.26 The employee focus groups highlighted the fact that employees recognised that our competitors may pay higher salaries. This is an issue given the location and easy accessibility to other organisations within the Midlands. Employees want to work for this Council as they enjoy the additional rewards over and above pay. We want to develop a total reward statement not just for new employees but for all employees to emphasise the total rewards and benefits of working for our Council.
- 6.27 Reviewing our travel and subsistence policy will promote more sustainable ways of working, reduce pressure upon car parking in the existing, and proposed office locations arising from the relocation from the main Council Offices.

7. Review

- 7.1 An action plan has been prepared to implement the strategy and identifies the detailed tasks or projects which are needed to implement the strategy. The impact of the strategy will be measured by progress, against the actions contained under each of the five themes, which will be reported on a regular

basis. We will use quantitative measures such as performance indicators and reviews and qualitative data, the employee engagement survey.

- 7.2 The Action Plan is a live document and will be updated as the Council evolves and faces new and emerging challenges.
- 7.3 The Head of Corporate and Scrutiny Services has the lead responsibility for the implementation, monitoring, evaluation and review of the People Strategy. Progress will be overseen by the Strategic Leadership Board (SLB).

Julie Stay
HR Manager

18th March 2010

1. People Strategy Action Plan – Organisational Development ‘Transformation’

Activity	Tasks	Lead Person	Completion Dates	Targeted Outputs	Targeted Outcome (Value for Money, employee satisfaction)
Managing Talent					
Develop a simple performance and development scheme across the Council	Establish employee internal values aligned to the Corporate Plan Develop a behavioural competency framework that reflects the Council’s values and beliefs Equip managers to deliver effective performance management techniques	Louisa Horton Belle Imison/Louisa Horton Julie Stay	Sep 2010 Mar 2011 Dec 2010	Framework is actively used in the appraisal , recruitment, development and pay process Employees understand what behaviours are expected and how they contribute to overall performance Talent is identified and developed	Improved performance Improved employee’s level of engagement employees have for their job and the Council Employee Survey Section: “My company” “Personal Growth”
Engaging our staff during organisational change	Review findings of staff engagement survey – Best Council to work for 2010 Conduct regular employee surveys	Louisa Horton Julie Stay/Jacqueline Puffett	Jun 2010	Employees can actively contribute to initiatives within the Council Programmes of change are consistently communicated to staff	Improved employees satisfaction Employee Survey Staff can influence change “My company”
Implement a flexible working strategy	Progress project plan ensuring all staff have access to flexible working arrangements	Belle Imison	Sep 2010	Successful relocation of staff from Argents Mead	Reduced turnover Reduced levels of sickness Reduced workspaces

1. People Strategy Action Plan – Organisational Development ‘Transformation’

Activity	Tasks	Lead Person	Completion Dates	Targeted Outputs	Targeted Outcome (Value for Money, employee satisfaction)
	Provide managing remote teams performance management training (annually)	Julie Stay	Mar 2011		Improved perception of how employees feel about work life balance Employee Survey “Wellbeing”
Develop and improving our customer focused services	Build and develop an internal Business Process Re-engineering team (BPR) Develop Customer Insight using existing CRM transactional data initially to better understand customers needs Implement review of potential shared services including: 1) Internal review of services 2) Countywide Change Programme	Belle Imison/Julie Stay Darren Moore Julie Horrocks Steve Atkinson	Jun 2010 Jun 2010 See timetable See timetable	Employees have an understanding of how their work contributes to providing excellent services Reduction in officer time in processes Improved service delivery/right first time Services are delivered based upon need	Increased capacity Customers receive services they want
Developing a partnership culture with trade unions	Review and revise existing protocol Maintain regular meetings with branch secretary and regional organiser	Julie Stay Sanjiv Kohli	Sep 2010 Nov 2010	Stronger and positive relationship with the local branch and the region	Number of days lost through industrial action Reduction in number of disciplinary and grievance cases

1. People Strategy Action Plan – Organisational Development ‘Transformation’

Activity	Tasks	Lead Person	Completion Dates	Targeted Outputs	Targeted Outcome (Value for Money, employee satisfaction)
					Reduction in number of employment tribunal claims Increased number of trade union stewards
Implement the Equality and Diversity Action Plan	Summary of plan: Implement ‘Modern and diverse Workforce’ section 2.24 – 2.32 including equality targets mainstreamed into all aspects of service planning Consulting more effectively with our communities to inform service planning Further develop the Council’s systems for collecting and analysing soft and hard intelligence about the Council’s customers	Julie Stay Louisa Horton/ Jacqueline Puffett	See E&D action plan See E&D action plan See E&D action plan		Increase in the no of women in senior roles Increase in the no of disabled and BME posts Increase in the age diversity of the workforce Council decisions are based on all Community groups External accreditation of ‘Achieving Status’ of the Equalities Framework for Local Government
Create a healthy and safe place to work	Review Attendance Management Policy Review Occupational Health Provision with other partners in Leicestershire to procure a proactive OH service Roll out employee stress survey	Sarah Perrin Julie Stay Louisa	April 2011 Dec 2010 Jun 2010	Health and safety risk is managed	Capacity is increased within the workforce Reduction in sickness Absence rates Reduced accidents and injuries

1. People Strategy Action Plan – Organisational Development ‘Transformation’

Activity	Tasks	Lead Person	Completion Dates	Targeted Outputs	Targeted Outcome (Value for Money, employee satisfaction)
	and review findings/results Explore options to provide an employee assistance programme Launch Health and Safety theme days (twice per year) Develop themed Health & Safety newsletters enhancing employees knowledge on health and safety issues Review Drugs and Alcohol policy	Horton/Adrian Wykes Louisa Horton/Julie Stay Adrian Wykes Adrian Wykes Julie Stay/Adrian Wykes	Mar 2011 1 st Launch June 2010 April 2010 then quarterly Dec 2010		Reduction in number of stress related absences Improved perception of how employees feel about stress, pressure at work and work life balance Employee Survey “Wellbeing” Reduction in number of drug related referrals

2. People Strategy Action Plan – Developing Leadership Capacity

Activity	Tasks	Lead Person	Completion Dates	Targeted Outputs	Targeted Outcome (Value for Money, employee satisfaction)
Motivating and developing our talent					
Building effective leadership	Empowering our managers to deal with emerging challenges: Strategic Commissioning Contract/Project Management Dealing with Change Shared Services	Julie Stay	Mar 2011	Improved performance evidence through performance reviews Talent within the management structure is retained	Improved employee satisfaction with how they feel about senior managers and the organisations values Employee Survey "Leadership"
Develop a formalised succession plan for middle managers and above	Develop aspiring senior managers by participation in the Future Leadership Programme IDeA/Leadership in Partnership Project	Julie Stay	Mar 2011	Enhance leadership and managerial skills Improve performance of the Council and Leicestershire as a 'place'	Building leadership capacity within the Council and across the public sector
	Review feedback from senior managers who have participated in courses outlined above to determine provider for future participants	Julie Stay	Jun 2010	Building network and partnerships across the public sector	
Empower our managers	Pursue a coaching diploma programme for managers in partnership with Blaby DC	Louisa Horton/Julie Stay	Jun 2010	Coaching is an integral activity for managers to developing employees	Improved employee satisfaction with how they feel about and communicate with their manager Employee Survey "My manager"
	Establish a coaching network with other councils (reciprocal arrangement)	Louisa Horton/Julie Stay	April 2011	Established coaching network to support all managers	
	Develop an e-induction training programme for new managers	Julie Stay	April 2012	All middle managers to have completed coaching diploma	

2. People Strategy Action Plan – Developing Leadership Capacity

Activity	Tasks	Lead Person	Completion Dates	Targeted Outputs	Targeted Outcome (Value for Money, employee satisfaction)
Effective political leadership	Develop a HBBC Member Development Strategy Develop a programme of structured 'team building' days for Executive and SLB Renew commitment to Council Development Charter Explore e-learning induction package for Councillors Develop internal training programme post Development Needs Assessments Input into Leicestershire, Leicester & Rutland (EM IEP funded) Leadership programme Encourage Members to participate in the IDeA Leadership Academy	Rebecca Owen	September 2010 June 2010 September 2011 (post local election) May 2010 May 2010 Commences May 2010 May 2011 (post local election)	Managerial and cross-party political commitment to development Support Executive team development to enhance leadership and develop future leaders Improve public perception of Members, showing Members have the skills and knowledge to serve their community and make decisions on behalf of the electorate Support induction programme, meet skills gaps and reduce impact on Member training budget Ensure development needs identified are met and continuous development is supported Develop future leaders to support succession planning and evolving community leadership role To support current leaders, develop future leaders and support Member Champions in their specialist fields	Reduction in number of standards complaints All councillors are 'e-enabled' Reduction in paper usage

3. People Strategy Action Plan – Developing Workforce Skills and Capacity

Activity	Tasks	Lead Person	Completion Dates	Targeted Outputs	Targeted Outcome (Value for Money, employee satisfaction)
Developing Talent					
Sustained investment in learning and development activities for the workforce linked to service and individual needs	Maintain and develop a system where all employee skills are identified, acknowledged and valued using data gathering techniques (skills audit). Data is used to offer intelligence into capacity planning and vacancy management	Daniel Brookes	Mar 2011	Improved performance evidenced through performance reviews Increased capacity	Perceived reputation of the council is retained as an Investor of People Investment in training leads to increased performance Improved employee's perception of how they feel about training and future prospects Employee Survey "Personal Growth"
	Implement Phase 3 of HR system – Learning and Development module	Julie Stay	Sep 2011	Enhance basic skills levels Retain Investor in People status (review June 2011)	
	Implement skills for life programme pilot (Depot) and review	Ivor Pollock/Daniel Brookes	Jun 2010	Learning data is stored in a central database	
Review Personal Development Appraisal process	Review PDA process and structure of assessment Review focus group report – managers and employee perspective of the PDA process	Louisa Horton/Julie Stay	Dec 2010	All employees will receive annual appraisals by 30 April of each year All employees have a personal development plan Employees and managers jointly take responsibility for development and improvement	Improved employee satisfaction with the appraisal process and how they communicate with their manager Employee Survey "Personal Growth" "My manager" Training programmes meet the needs of all employees

3. People Strategy Action Plan – Developing Workforce Skills and Capacity

Activity	Tasks	Lead Person	Completion Dates	Targeted Outputs	Targeted Outcome (Value for Money, employee satisfaction)
<p>Provide various learning opportunities within the workplace</p>	<p>Implement e-learning across the council – Learning Pool</p> <p>Promote secondment and shadowing opportunities</p> <p>Support staff to achieve professional qualifications and CPD needed for work</p> <p>Review all training budgets against training needs identified via appraisals</p> <p>Introduce trainee schemes to support apprentices and graduates</p>	<p>Julie Stay/Ivor Pollock</p> <p>Managers</p> <p>Managers</p> <p>Louisa Horton</p> <p>Julie Stay/Ivor Pollock</p>	<p>Mar 2011</p> <p>May 2010</p> <p>Nov 2011</p>	<p>Reduced reliance on course based development</p> <p>Increase take up of secondment opportunities</p> <p>Learning opportunities are accessible to all employee</p> <p>Supports succession planning</p>	<p>Reduced turnover relating to development issues</p> <p>Improved performance</p> <p>Younger people are working within local government</p>
<p>Communicating effectively</p>	<p>Implement team briefing training for all managers</p> <p>Maintain annual employee focus groups – addressing key topics</p> <p>Re-branding HR intranet page to raise awareness of HR policy and guidance/toolkits</p> <p>Develop employee self service portal</p>	<p>Julie Stay</p> <p>Jacqueline Puffett</p> <p>Sarah Perrin</p> <p>Julie Stay</p>	<p>Oct 2010</p> <p>Mar 2011</p> <p>July 2010</p>	<p>Managers are communicating effectively and consistently</p> <p>Employees feel valued and involved</p> <p>Employees are actively providing feedback</p> <p>Easily identifiable HR policies and toolkits made accessible</p>	<p>Improved employee's level of engagement employees have for their job and the Council</p> <p>Employee Survey Section:</p> <p>“My company”</p> <p>“My manager”</p> <p>Number of HR transactions decrease</p>

4. People Strategy Action Plan – Workforce planning, Engaging talent

Activity	Tasks	Lead Person	Completion Dates	Targeted Outputs	Targeted Outcome (Value for Money, employee satisfaction)
Engaging and retaining Talent					
Develop an integrated approach to workforce planning	Ensure that managers are provided with the correct tools and skills to develop workforce plan to underpin each service plan	Julie Stay	Oct 2010	Managers have the skills to undertake workforce planning	Resilience within the workforce and skills is retained to deliver services
	Supply detailed workforce profile management data to inform the plan	Julie Stay	Oct 2010	Service planning is more effective as the manager has identified staffing issues in advance	
	Workforce planning toolkit to be developed by HR	Julie Stay	Oct 2010	Skill gaps are identified for future planning	
Retaining talent – impacts of the downturn	Maintain vacancy management process reviewing internal capability	Louisa Horton	Ongoing	Effective use of resources	External recruitments are reduced Resilience within the workforce and skills is retained to deliver services
	Further develop career grades within teams to facilitate development of employees and provide opportunities	Managers	Ongoing	Talent is utilised internally Employees feel valued and motivated to develop	
	Work with other local authorities within Leicestershire by promoting job vacancies outside of HBBC to our staff	Julie Stay	Ongoing	Careers pathways are developed	
Promote HBBC as an employer of choice	Develop and modernise recruitment website and review promotional literature for local	Daniel Brookes	Sep 2010	Awareness is raised in regard to of career routes and roles within local government	

4. People Strategy Action Plan – Workforce planning, Engaging talent

Activity	Tasks	Lead Person	Completion Dates	Targeted Outputs	Targeted Outcome (Value for Money, employee satisfaction)
	government careers Go live with recruitment module within HR System 'iTrent' incorporating revised online application form Develop a talent database within iTrent Increase and promote internally number of work placements for students at school age Maintain number of graduate and work placements for skill shortage areas (Environmental Health/Planning)	Daniel Brookes Daniel Brookes Daniel Brookes Louisa Horton	Aug 2010 Dec 2012 Apr 2012 Apr 2012	Talent from other sectors is attracted to work for local government Skills shortages are minimised Recruitment process is streamlined and candidate experience is improved	Recruitment transactional processes are reduced Increase in the number of younger employees attracted to Local Government
Recruit the right talent to the right roles	Develop a competency based recruitment process Refresh the Recruitment and Retention policy	Belle Imison/Louisa Horton Daniel Brookes	Mar 2011 Sep 2010	Talent is recruited aligned to the Council's values and beliefs Talent is recruited and retained	Turnover is minimised A diverse workforce reflective of the community
Develop a Local Employment Partnership with Jobcentre Plus	Participate in the Future Jobs Fund initiative targeting 18 -24 year olds	Ivor Pollock	Dec 2010	Employment and training opportunities are made available for disadvantaged jobseekers within the local community	

4. People Strategy Action Plan – Workforce planning, Engaging talent

Activity	Tasks	Lead Person	Completion Dates	Targeted Outputs	Targeted Outcome (Value for Money, employee satisfaction)
'Backing Young Britain' campaign	Develop a business case for a permanent apprenticeship scheme for 16-24 year olds	Julie Stay	Jan 2011	'Worklessness' within the community is reduced	Local unemployment levels are reduced Capacity is increased within the workforce now and in the future Age profile of the workforce is more reflective of the community Recruitment costs are reduced
	Seek funding for apprenticeships placements via National Apprenticeship scheme	Julie Stay	Jan 2011		
	Work more closely with Jobcentre Plus with specific recruitment drives	Julie Stay/Daniel Brookes	April 2012		
Introduce E-induction for new starters	Refresh current corporate induction process	Julie Stay/Ivor Pollock	Sep 2010	All employees have undertaken a corporate induction within one month of starting with HBBC	Turnover within the 1 st year is reduced Improved employee's level of engagement employees have for their job and the Council Employee Survey "My company" "Personal Growth"
	Procure e-learning system and develop authoring tool	Julie Stay/Daniel Brookes	Sep 2010	Employees are engaged and motivated from day one	

5. People Strategy Action Plan – Pay and Rewards

Activity	Tasks	Lead Person	Completion Dates	Targeted Outputs	Targeted Outcome (Value for Money, employee satisfaction)
Rewarding talent					
Develop a <u>total</u> reward approach at HBBC	Develop a personalised total reward statement for employees	Julie Stay	Dec 2011	Value of all benefits within HBBC is maximised and available to all staff	Turnover is reduced Increase in performance Improved employee's perception of how happy they are with their pay and benefits Employee Survey "Fair deal"
	Explore options to develop a flexible benefits package made available to all employees including voluntary benefits and tax free benefits	Julie Stay	April 2012	Employees are aware and understand the true benefits of working in the public sector	
	Develop a competency based appraisal process linking annual increments to performance	Julie Stay	April 2012	Talent is attracted to and retained within Local Government Performance is related to pay	
Maintain a pay structure free from bias and discrimination	Conduct an equal pay audit 3 years post implementation of Single Status	Julie Stay	Dec 2010	Pay structure maintains to be non discriminatory, fair and transparent	Reduced number of grievances over pay
	Maintain JE system in partnership with Trade Unions	Sarah Perrin	ongoing		Maintain zero number of equal pay claims Pay structure is equitable
Promote the Green Travel Plan	Review Travel and Subsistence Policy including the payment of car allowances	Julie Stay	April 2011	Travel is reduced Travel costs are minimised	Reduction in Co2 emissions across the borough
	Implement a 'Cycle to Work' scheme	Jane Neachell	Dec 2010	Reduced allocation of car park spaces	

COUNCIL – 20 APRIL 2010

REPORT OF THE CHIEF EXECUTIVE
RE: APPROVAL OF THE COUNCIL’S COMMUNITY PLAN 2010-15, CORPORATE
PLAN 2010-15 AND BUSINESS DELIVERY PLANS 2010 - 13

1. PURPOSE OF REPORT

To agree the Community Plan 2010-15, Corporate Plan 2010-15 and Business Delivery Plans 2010-13.

2. RECOMMENDATION

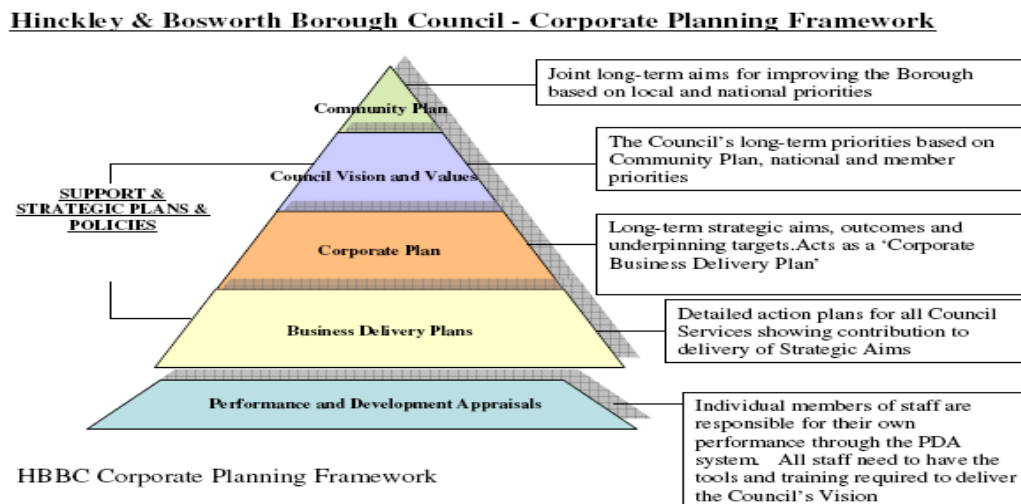
That the Council:

- (i) Agree the Community Plan 2010-15
- (ii) Agree the Corporate Plan for 2010-15 together with the underlying Business Delivery Plans 2010-13

3. BACKGROUND TO THE REPORT

3.1 The Hinckley and Bosworth Community Plan and the Council’s Corporate Plan reflect national, regional and local priorities. Both of these documents have been developed based on extensive consultation and encompass public priorities. The plans are key to the Council’s Corporate Planning Framework in order to clearly set the future direction of the Council and define the outcomes we want to achieve for our community.

3.2 Sitting below these strategic documents are 12 Business Delivery Plans owned by services to show in the shorter-term what key outcomes will be delivered to achieve priorities. The Corporate Planning Framework showing how these plans fit together is provided below:



Leicestershire Sustainable Community Strategy & Local Area Agreement

- 3.3 Leicestershire Together is the County-wide Local Strategic Partnership (LSP). The Partnership revised its "Sustainable Community Strategy (SCS)" in 2008/09. This document sets out priority issues for Leicestershire over the next five years the top 35 of which form the Leicestershire Local Area Agreement (LAA). The Council's Community and Corporate Plans assist in delivering these wider Leicestershire priorities whilst maintaining a focus on local priorities for Hinckley and Bosworth.

Community Plan

- 3.4 Implementation of the refreshed Community Plan 2010-15 (appendix 1) will be overseen by the Hinckley and Bosworth Local Strategic Partnership (LSP).
- 3.5 The LSP agreed the refreshed priorities for the Community Plan 2010–15 at their meeting on 25 March 2010 providing a focus going forward on improving the quality of life in priority neighborhoods and improving access to services.

Corporate Plan and Vision - 'A Borough to be Proud of'

- 3.6 The Corporate Plan 2009 -14 was agreed by Council at their meeting on 29 April 2009. This plan contained ambitions focused on improving Hinckley and Bosworth as a place to live and outwardly facing values reflecting the new Comprehensive Area Assessment regime and focus on 'place' shaping. The Executive has managed progress to deliver these ambitions throughout 2009/10.
- 3.7 The Council's revised Corporate Plan 2010-15 retains these long-term ambitions and incorporates further planned outcomes / deliverables required in order to realise our ambitions.

Business Delivery Plans

- 3.8 Business Delivery Plans show how each service will contribute to the achievement of the Council's Strategic Aims and Ambitions over a three year period. These have been considered and agreed by the Strategic Leadership Board. The individual plans are available for Members in the Members Room.

4. FINANCIAL IMPLICATIONS (DB)

- 4.1 The financial implications of the Community Plan, Corporate Plan and Business Delivery Plans are reflected in the Council's Medium Term Financial Strategy and individual service budgets.

5. **LEGAL IMPLICATIONS (AB)**

5.1 None directly associated with this report

6. **CORPORATE PLAN IMPLICATIONS**

6.1 The report provides a revised Corporate Performance Plan 2009 – 2014. The issues covered in this report identify the specific plans for the achievement of all the Council's Strategic Aims:

- Cleaner and greener neighbourhoods
- Thriving economy
- Safer and healthier borough
- Strong and distinctive communities
- Decent, well managed and affordable housing.

7. **CONSULTATION**

7.1 Borough-wide consultation exercises have been undertaken to inform the Corporate Plan.

8. **RISK IMPLICATIONS**

8.1 It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

8.2 It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.

8.3 The Strategic Risk Register identifies the key risks to the organisation and the delivery of the Corporate Plan.

9. **KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS**

9.1 Equality and rural Implications are considered as an integral part of delivering the Community and Corporate Plan priorities. As part of the Business Delivery Planning process, services identify equality implications associated with their proposed business activities for management.

10. **CORPORATE IMPLICATIONS**

10.1 By submitting this report, the report author has taken the following into account:

- Community Safety implications - Non directly associated with this report
- Environmental implications - Non directly associated with this report
- ICT implications - Non directly associated with this report

- Asset Management implications - Non directly associated with this report
- Human Resources implications - Non directly associated with this report

11. **APPENDICIES**

Appendix 1: Draft Community Plan 2010 -15

Appendix 2: Draft Corporate Plan 2010 -15

Business Delivery Plans 2010-13 are available in the Members Room

Background papers:Leicestershire Sustainable Community Strategy

Contact Officer: Darren Moore ext 5962

Executive Member: Don Wright

20C20apr10

Hinckley & Bosworth Community Plan

April 2010 - March 2015

Following extensive consultation with the community in 2007, the local authority published a comprehensive Community Plan setting out the issues, concerns and major challenges facing the Borough, including a longer term vision for the type of place the Borough should be by 2026 (this can be found at www.hinckley-bosworth.gov.uk/lsp).

Hinckley and Bosworth Local Strategic Partnership (LSP) oversees the delivery of the Community Plan, and checks that progress is being made on the things that are most important to the community. The LSP brings together the private, public, community and voluntary sectors, to enable more effective joint working and bringing together of resources. The Community Plan is owned by all of these organisations, who each have a range of delivery groups, working on the priorities within the Community Plan (see reporting arrangements diagram overleaf).

In addition, the LSP itself has its own delivery plan, which is an agreement between all the partners to concentrate its efforts and resources, where it feels it can make the most difference in tackling some of the most challenging issues faced by the Borough. Therefore, the LSP will focus on one strategic cross-cutting priority.

Our Priorities

To improve the quality of life in priority neighbourhoods

Within Hinckley and Bosworth there are areas which are experiencing particularly high levels of deprivation in terms of environment, income, health, crime, education and employment. They have been identified as priority **neighbourhoods: Earl Shilton, Barwell, Bagworth & Thornton, Burbage (Lash Hill ward), Hinckley Trinity West, and Hinckley Westfield**. Targeted work is taking place within these areas through the setting up of Neighbourhood Action Teams. These teams work closely with local communities and service providers, to bring about improved and increased levels of service, that responds to the community's need.

Outcomes:

- Healthier neighbourhoods
- Safer neighbourhoods
- Cleaner and greener neighbourhoods
- More cohesive and engaged communities
- Increased number of people gaining access to employment, education and training
- Young people's needs identified and met

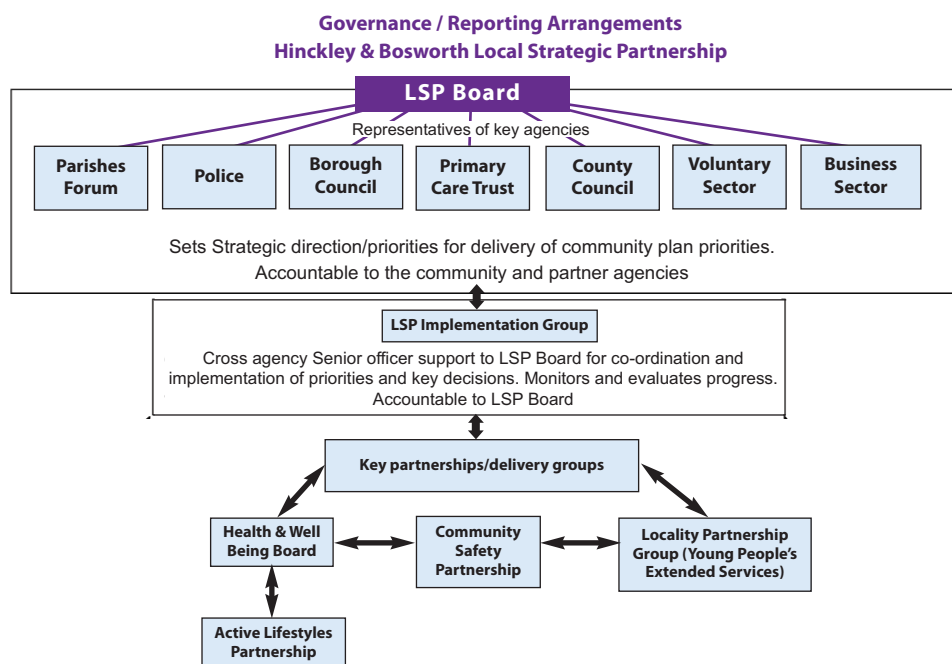
Whilst this model is being developed in priority neighbourhoods, it is our intention that this approach, will overtime, be adopted for all neighbourhoods across the Borough.



Hinckley & Bosworth Local Strategic Partnership

TOWARDS A BETTER BOROUGH

In ensuring the overall delivery of priorities in the Community Plan, a range of partnerships, forums, groups and networks, report to the LSP Board, the diagram below sets out these arrangements:



The LSP receives progress reports at its quarterly meetings, and produces an annual progress report to demonstrate how it is delivering in relation to the LSP priorities and outcomes.

Current Members of Hinckley & Bosworth Local Strategic Partnership (LSP)

- **Councillor David Bill**, Leader of Hinckley & Bosworth Borough Council and LSP Chair
- **County Councillor David Sprason**, Cabinet Member, Leicestershire County Council, Vice Chair LSP
- **Bill Cullen**, Deputy Chief Executive, Hinckley & Bosworth Borough Council
- **Barry Jackson**, Business Sector Representative, Chair Hinckley and Bosworth Borough Council's Economic Development Group
- **Caroline Churchill**, Hinckley Area Schools Partnership representative
- **John Thomas**, Hinckley Area Schools Partnership representative
- **Paul Telford**, South Area Commander, Leicestershire Constabulary
- **Anthony Thacker**, Minister Hinckley Baptist Church
- **Howard Crane**, Principal Community Services Officer of Voluntary Action Hinckley & Bosworth - The Community Hub
- **Helen Harris**, Better Places Team Leader, Leicestershire County Council
- **Ian Daniels**, Chair, Hinckley Town Centre Partnership, and Business Sector Representative
- **John Howard**, Trustee, Voluntary Action Hinckley & Bosworth - The Community Hub
- **Vanessa Griffiths**, Associate Director Strategic Partnerships, PCT
- **Councillor David Reid**, Chair of the Hinckley & Bosworth Association of Parish and Local Councils
- **Richard Morcambe**, Vice Principal, Business Development - North Warwickshire and Hinckley College
- **Suzanne Boardman**, Chief Executive, Twycross Zoo

Further Information

For more information about the Hinckley & Bosworth LSP and the Community Plan in electronic form visit: www.hinckley-bosworth.gov.uk/lsp

Alternatively, to request a hard copy of the Community Plan or discuss the Plan or the work of Hinckley & Bosworth LSP contact:

The Strategic and Community Planning Officer at Hinckley & Bosworth Borough Council

Tel: 01455 255629



Hinckley & Bosworth
Borough Council

A Borough to be proud of

Corporate Plan 2010 - 2015

Welcome to Hinckley and Bosworth Borough Council's Corporate Plan for 2010-2015. The purpose of this plan is to inform you of our vision to improve the quality of life for the people who live and work in the borough. This plan will tell you about **our ambitions** for the next five years and what we will achieve.

This Corporate Plan sets out **our aims** for achieving **our vision**. We want to make Hinckley and Bosworth a place that you are proud to live and work in.

Our Vision Is to make Hinckley & Bosworth 'A Borough to be proud of'

Our Aims To be proud of our:

- 1 Cleaner & greener neighbourhoods**
- 2 Thriving economy**
- 3 Safer and healthier borough**
- 4 Strong and distinctive communities**
- 5 Decent, well managed and affordable housing**

Our Values To improve Hinckley & Bosworth as a place to **LIVE** we will ensure:

Life quality and the environment within our community is further improved

Improved effectiveness working in partnership at a competitive price

Vulnerable people are safeguarded

Equality and fair treatment for all

Our ambitions to achieve **Cleaner and Greener Neighbourhoods**

This is what you said:

- Clean neighbourhoods for everyone
- Improve our green spaces and parks
- Minimise our negative impact on the environment

What we will do ...

and how ...

Keep neighbourhoods clean and tidy

- Tackling hot-spot areas of litter
- Addressing environmental crime through effective use of enforcement
- A fast response to remove instances of fly-tipping

Improve facilities in our parks and open spaces

- Maintain and improve our parks and strive to achieve national standards (green flag accreditation)
- Engage the local community to shape and inform development of our parks and open space facilities

All parks are maintained to a high standard with 75% meeting the local quality standard by 2014

- Provision of new machinery and improved working practices to retain high standards

Reduce CO2 emissions in the borough

- New vehicles and machinery purchased will have lower emissions
- Work with our partners to deliver an effective Carbon Management Plan

Impact on the environment from our service operations is reduced

- Reduce our energy usage at our premises and develop alternative ways of working
- Reduction in use of chemical herbicides and pesticides as part of horticultural operations

Reduce waste going to landfill and reuse more materials

- Improve recycling opportunities for 'hard to reach' properties'
- Deliver 'Waste Incentive Scheme' projects

Minimise environmental nuisances in the borough

- An improved response to severe weather flooding
- Provide an effective enforcement role to control noise and pollution and other statutory nuisances



Our ambitions to provide a **Thriving Economy**

This is what you said:

- Maintain jobs, improve skills, increase wage levels and promote opportunities for employment
- Minimise the impact of the economic downturn on residents and businesses
- Improve the level and mix of shopping facilities in the borough
- Provide value for money council services

What we will do ...

and how ...

Maintain jobs, improve skills, increase wage levels

- Deliver the Economic Development Strategy
- Development of an apprenticeship scheme within the Council for 16-18 year olds

Earlier release of land for employment uses

- Delivering a new Enterprise Centre and college by 2012 in Hinckley Town Centre
- Development of a sustainable business enterprise site at Middlefield Lane

Provide help, advice and support for residents and businesses

- Support local businesses and their employees experiencing financial hardship via our First Response Team
- Payment of 'local' businesses/suppliers within 10 working days

Increase take-up of Benefits in areas of deprivation and amongst hard to reach areas to reduce poverty

- A targeted benefit take-up strategy ensuring benefits are received by persons entitled to claim
- Income is maximised for older persons

Work with partners to deliver the Economic Regeneration Strategy to improve the local economy for the borough

- Support local business forums to help advise, develop and understand local business needs
- Support delivery of the local Business Improvement District (BID)

Improve Hinckley town centre

- Commence regeneration of the Bus Station site 2012 with completion in 2014
- Further develop and enhance Markets and footfall in the Town Centre

Improve Earl Shilton and Barwell

- Completion of public realm enhancement scheme for Earl Shilton Town Centre by 2011
- Deliver 320 new houses between 2012-15 through the Sustainable Urban Extension (20% affordable)

Develop new industrial units, improve occupation levels and manage our commercial estate

- Development of a sustainable 40,000 sq ft green enterprise park
- By offering good value and fit-for-purpose premises from which small, new and expanding businesses can operate

Maintain high levels of performance in comparison to similar authorities particularly for publicly determined priority services

- Maintain high levels of performance compared to the best performing comparable local authorities
- Maintaining or exceeding a "performing well" judgment by the Audit Commission in their assessment of the Council

Value for money services are provided where economies of scale are achieved whenever possible, without reducing (and where possible enhancing) the delivery experience

- Consider opportunities for providing services jointly or in partnership to improve service delivery and /or realise efficiencies
- Continually review services based on customer priorities/need to make the most effective use of available resources

Our ambitions to provide a **Safer and Healthier borough**

This is what you said:

- Reduce crime and antisocial behaviour and improve public confidence
- Reduce the impact of domestic violence in the community
- Provide new and improved facilities for young people
- Improve public health through education, enforcement and ensuring people are physically active

What we will do ...

and how ...

Ensure people are safer

- Providing a safer and welcoming night time economy
- Reducing hate crime, criminal damage and anti-social behaviour levels

Improved public confidence and perception of the Community Safety Service

- Managing concerns that are a high public priority
- Better understanding public concerns through community profiling

Vulnerable people are safeguarded

- Identify those most at risk of harm in the Community to provide support, help and advice

Reduced offending and re-offending levels in the borough

- Diverting young people from criminal behaviour via engaged activities
- Provision of drug and alcohol misuse support and education

People experiencing domestic violence are aware of and can access the support that they need

- Prevent homelessness resulting from domestic violence
- Reverse the increase in domestic violence by repeat offenders

Provide young people of the Borough with facilities and activities

- A specific focus on engaging young people most at risk of offending
- Support delivery of the Hinckley Club for Young People

Provision of fit for purpose Leisure facilities

- Complete the improvements and refurbishment of the Leisure Centre
- Review future leisure and sporting facility provision through the sub-regional Leisure Facilities strategy

Protect public health

- Provide an effective enforcement and public education role to minimise risks to public health
- Ensure the Council's emergency response plans remain robust

Preventative action and education to reduce drug and alcohol related health problems

- Alcohol and drug harm reduction advice, mentoring and support through the Community Safety Service
- A preventive programme of education in schools

Ensure people have healthier lifestyles

- Continue to develop and support the GP Health Referral Scheme
- Increase participation in physical activity



Our ambitions to provide **Strong & distinctive communities**

This is what you said:

- Promote and improve services for families and young people
- Increase the number of volunteers in the community
- Ensure services are accessible to the community
- Increase and promote activities in rural areas
- Support people who are most in need

What we will do ...

and how ...

Improve neighbourhoods and quality of life for residents

- Support existing neighbourhood management arrangements in priority areas
- Extension of the food waste trial

Improve the quality of life for children and young people in the borough

- Increase the number of children participating in quality physical activity
- Further develop projects through the sure start programme within the Borough's Children's Centres

Support and educate individuals to improve skills and become volunteers

- Increase the provision and promotion of opportunities within local neighbourhoods in conjunction with our partners

Improve customer access to services

- Improve access to market town centres, shopping centres and rural centres
- A planned programme of external communication to increase awareness of council services

Ensure that our services meet our customers' needs

- Consult and actively engage residents to inform local priorities and influence local services

Improved customer access points in rural locations based on local community need

- Consider further outreach posts to provide services at key points within the borough based on need
- Work with our partners to review current and future transport provision in rural areas

Support residents to help them to remain in their homes

- Implement the requirements of the Tenant Services Authority regulations to ensure tenants are receiving focused, high performing landlord services
- Increase the number of vulnerable people in decent homes in the private sector

Through homeless prevention work reduce the number of households accepted as homeless

- Use of the 'Prevention Fund' to support residents to find solutions to stay in their homes or access alternative accommodation

Older people have improved access to advice and information to support their decision-making

- Facilitate 'choice and control' through provision of information which is accessible, intelligible and in one place
- Provision of tailored advice/assistance at first point of contact by dedicated 'First Contact' trained staff

Implement the Anti-Poverty Strategy to improve the quality of life in priority neighbourhoods

- Deliver the anti-poverty action plan
- Provision of safe, ethical and affordable loans through a Credit Union

Our ambitions to provide **Decent well managed and affordable homes**

This is what you said:

- Support residents to maintain the condition of their homes
- Ensure future housing developments are sustainable
- Make a sufficient number of different types of affordable homes available where they are needed

What we will do ...

and how ...

Improve the quality of residents' homes

- Comply with the 'Tenant Service Authority' standards of service for repairs and maintenance
- Increase the number of vulnerable people in decent homes in the private sector through effective use of Decent Home Grant

Reuse of vacant land for housing development

- Sale of Council land, encouraging new development in priority areas

Improve energy efficiency in the Home (Also contributes to Cleaner & Greener Aim – reduction in CO2)

- Continue to promote energy awareness to reduce households usage and cost
- Improve energy efficiency in the home through extension of the Home Insulation project

Provide accommodation which is affordable in the borough

- Ensure new developments incorporate a level and mix of affordable housing to meet local needs in rural and urban areas



COUNCIL – 20 APRIL 2010

REPORT OF THE DIRECTOR OF FINANCE

APPROVAL OF CAPITAL PRUDENTIAL INDICATORS AND TREASURY MANAGEMENT AND INVESTMENT STRATEGY 2010/11

1. Purpose of the Report

This report outlines the Council's prudential indicators for 2010/11 – 2012/13 and sets out the expected treasury operations for this period. It fulfils four key legislative requirements:

- The reporting of the **prudential indicators** setting out the expected capital activities (as required by the CIPFA Prudential Code for Capital Finance in Local Authorities – Section 3A). The treasury management prudential indicators are now included as treasury indicators in the CIPFA Treasury Management Code of Practice;
- The Council's **Minimum Revenue Provision (MRP) Policy**, which sets out how the Council will pay for capital assets through revenue each year (as required by Regulation under the Local Government and Public Involvement in Health Act 2007 – Section 3A);
- The **treasury management strategy statement** which sets out how the Council's treasury service will support the capital decisions taken above, the day to day treasury management and the limitations on activity through treasury prudential indicators. The key indicator is the **Authorised Limit**, the maximum amount of debt the Council could afford in the short term, but which would not be sustainable in the longer term. This is the Affordable Borrowing Limit required by s3 of the Local Government Act 2003. This is in accordance with the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code and shown at Section 3B;
- The **investment strategy** which sets out the Council's criteria for choosing investment counterparties and limiting exposure to the risk of loss. This strategy is in accordance with the CLG Investment Guidance. And also shown in Section 3B.

Revised editions of the CIPFA Prudential Code and CIPFA Treasury Management Code of Practice were produced in November 2009. The CLG is currently consulting on changes to the Investment Guidance. The revised guidance arising from these Codes has been incorporated within these reports, with the CLG proposals being incorporated where these do not conflict with current Guidance. If necessary the Investment Strategy contained in Section 3B will be revised if any elements of the final CLG Investment Guidance have not already been covered.

The main changes initiated in the revisions above increase the Members' responsibility in this area. This would require greater Member scrutiny of the treasury policies, increased Member training and awareness and greater frequency of information.

One element of the revised CIPFA Treasury Management Code of Practice is that the **clauses to be adopted** as part of the Council's constitution be amended. This revision is shown at Appendix 3 for approval. The key change is that a responsible body (committee, board or group) be responsible for ensuring effective scrutiny of the treasury management strategy and policies, before making recommendations to Council.

The above policies and parameters provide an approved framework within which the officers undertake the day to day capital and treasury activities.

2. Recommendations

The Council is recommended to approve each of the six key elements of these reports:

1. The Prudential Indicators and Limits for 2010/11 to 2012/13 contained within Section 3A of the report.
2. The Minimum Revenue Provision (MRP) Statement contained within section 3A which sets out the Council's policy on MRP.
3. The Treasury Management Strategy 2010/11 to 2012/13, and the treasury Prudential Indicators contained within Section 3B.
4. The Authorised Limit Prudential Indicator.
5. The Investment Strategy 2010/11 contained in the treasury management strategy (Section 3B B), and the detailed criteria included in Appendix 1.
6. The revision to the Council's constitution at Appendix 3. This revision nominates the Finance and Audit Services Select Committee to ensure effective scrutiny of the treasury management strategy and policies.

3. Background

A. The Capital Prudential Indicators 2010/11 – 2012/13

Introduction

1. The Local Government Act 2003 requires the Council to adopt the CIPFA Prudential Code and produce prudential indicators. Each indicator either summarises the expected capital activity or introduces limits upon that activity, and reflects the outcome of the Council's underlying capital appraisal systems. This report updates currently approved indicators and introduces new indicators for 2012/13.
2. Within this overall prudential framework there is an impact on the Council's treasury management activity – as it will directly impact on borrowing or investment activity. As a consequence the treasury management strategy for 2010/11 to 2012/13 is included as Appendix

B to complement these indicators. Some of the prudential indicators are shown in the treasury management strategy to aid understanding.

The Capital Expenditure Plans

3. The Council's capital expenditure plans are summarised below and this forms the first of the prudential indicators. A certain level of capital expenditure is grant supported by the Government; any decisions by the Council to spend above this level will be considered unsupported capital expenditure. This unsupported capital expenditure needs to have regard to:
 - Service objectives (e.g. strategic planning);
 - Stewardship of assets (e.g. asset management planning);
 - Value for money (e.g. option appraisal);
 - Prudence and sustainability (e.g. implications for external borrowing and whole life costing);
 - Affordability (e.g. implications for the council tax and rents);
 - Practicality (e.g. the achievability of the forward plan).
4. The revenue consequences of capital expenditure, particularly the unsupported capital expenditure, will need to be paid for from the Council's own resources.
5. This capital expenditure can be paid for immediately (by applying capital resources such as capital receipts, capital grants etc., or revenue resources), but if these resources are insufficient any residual capital expenditure will add to the Council's borrowing need.
6. The key risks to the plans are that the level of Government support has been estimated and is therefore maybe subject to change. Similarly some estimates for other sources of funding, such as capital receipts, may also be subject to change over this timescale. For instance anticipated asset sales may be postponed due to the impact of the recession on the property market.
7. The Council is asked to approve the summary capital expenditure projections below. This forms the first prudential indicator:

Table 1

Capital Expenditure £'000	2009/10 Original	2009/10 Revised	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate
Non-HRA	9,197	10,330	6,539	2,375	864
HRA	2,698	2,723	2,824	2,578	2,578
Financed by:					
Capital receipts	4,099	4,072	3,976	1,375	622
Capital grants and	4,669	5,105	1,992	805	120

contributions					
Revenue	2,294	2,304	2,101	2,036	2,036
Net financing need for the year	833	1,572	1,294	737	664

The Council's Borrowing Need (the Capital Financing Requirement)

8. The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. The capital expenditure above which has not immediately been paid for will increase the CFR.
9. The Council is asked to approve the CFR projections below:

Table 2

£000	2009/10 Original	2009/10 Revised	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate
Capital Financing Requirement					
CFR – Non Housing	10,395	11,255	11,524	11,254	10,995
CFR - Housing	1,766	1,818	2,487	3,029	3,499
Total CFR	12,161	13,073	14,011	14,283	14,494
Movement in CFR	424	1,163	938	272	211

Movement in CFR represented by					
Net financing need for the year (above)	833	1,572	1,294	737	664
Less MRP/VRP and other financing movements	409	409	356	465	454
Movement in CFR	424	1,163	938	272	211

10. The Council is required to pay off an element of the accumulated General Fund capital spend each year through a revenue charge (the Minimum Revenue Provision - MRP), although it is also allowed to undertake additional voluntary payments (VRP).
11. CLG Regulations have been issued which require full Council to approve **an MRP Statement** in advance of each year. A variety of options are provided to councils to replace the existing Regulations, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:
12. For capital expenditure incurred before 1 April 2008 or which in the future is Supported Capital Expenditure, the MRP policy will be:
 - **Existing practice** - MRP will follow the existing practice outlined in former CLG Regulations (Option 1);

From 1 April 2008 for all unsupported borrowing (including PFI and Finance Leases) the MRP policy will be:

- **Asset Life Method** – MRP will be based on the estimated life of the assets, in accordance with the proposed regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (Option 3);

The Use of the Council's Resources and the Investment Position

13. The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year end balances for each resource and anticipated day to day cash flow balances.

Table 3

Year End Resources £m	2009/10 Original	2009/10 Revised	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate
Fund balances	2,539	3,194	3,139	3,139	3,139
Capital receipts	1,642	1,873	0	0	0
Earmarked reserves	2,439	3,076	3,039	3,039	3,039
Provisions	0	306	318	220	122
Contributions unapplied		530	460	390	320
Total Core Funds	10,809	8,979	7,956	6,788	6,620
Working Capital*	1,000	1,000	1,000	1,000	1,000
Under borrowing	8,437	8,773	8,211	7,788	7,394
Expected Investments	3,372	1,206	745	0	226

*Working capital balances shown are estimated year end; these may be higher mid year

Affordability Prudential Indicators

14. The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:
15. **Actual and Estimates of the ratio of financing costs to net revenue stream** – This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

Table 4

%	2009/10 Original	2009/10 Revised	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate
Non-HRA	2.4	-0.1	0.06	-0.63	-2.49
HRA	20.1	20.1	20.1	20.1	20.1

16. The estimates of financing costs include current commitments and the proposals in this budget report.

17. **Estimates of the incremental impact of capital investment decisions on the Council Tax** – This indicator identifies the revenue costs associated with *proposed changes* to the three year capital programme recommended in this budget report compared to the Council's existing approved commitments and current plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of Government support, which are not published over a three year period.

18. **Incremental impact of capital investment decisions on the Band D Council Tax**

Table 5

£	Original 2009/10	Proposed Budget 2009/10	Forward Projection 2010/11	Forward Projection 2011/12	Forward Projection 2012/13
Council Tax - Band D	0.36	0.71	0.63	-0.23	0.45

19. **Estimates of the incremental impact of capital investment decisions on Housing Rent levels** – Similar to the Council tax calculation this indicator identifies the trend in the cost of proposed changes in the housing capital programme recommended in this budget report compared to the Council's existing commitments and current plans, expressed as a discrete impact on weekly rent levels.

20. **Incremental impact of capital investment decisions Housing Rent levels**

Table 6

£	Original 2009/10	Proposed Budget 2009/10	Forward Projection 2010/11	Forward Projection 2011/12	Forward Projection 2012/13
Weekly Housing Rent levels	0.00	0.00	0.00	0.00	0.00

21. This indicator shows the revenue impact on any newly proposed changes, although any discrete impact will be constrained by rent controls.

B Treasury Management Strategy 2010/11 – 2012/13

1. The treasury management service is an important part of the overall financial management of the Council's affairs. The prudential indicators in Appendix A consider the affordability and impact of capital expenditure decisions, and set out the Council's overall capital framework. The treasury service considers the effective funding of these decisions. Together they form part of the process which ensures the Council meets its balanced budget requirement under the Local Government Finance Act 1992. .
2. The Council's treasury activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management – revised November 2009). This Council adopted the Code of Practice on Treasury Management on 30 June 2003, and will adopt the revised Code.
3. As a result of adopting the Code the Council also adopted a Treasury Management Policy Statement. This adoption is the requirements of one of the prudential indicators. However the revised Code of Practice has amended the Treasury Management Policy Statement and this is appended at Annex B3 for approval.
4. The Constitution require an annual strategy to be reported to Council outlining the expected treasury activity for the forthcoming 3 years. A key requirement of this report is to explain both the risks, and the management of the risks, associated with the treasury service. A further treasury report is produced after the year-end to report on actual activity for the year, and a new requirement of the revision of the Code of Practice is that there is a mid-year monitoring report.
5. This strategy covers:
 - The Council's debt and investment projections;
 - The Council's estimates and limits on future debt levels;
 - The expected movement in interest rates;
 - The Council's borrowing and investment strategies;
 - Treasury performance indicators;
 - Specific limits on treasury activities;
 - Any local treasury issues.

Debt and Investment Projections 2010/11 – 2012/13

6. The borrowing requirement comprises the expected movement in the CFR and any maturing debt which will need to be re-financed. The table below shows this effect on the treasury position over the next three years. The expected maximum debt position during each year represents the Operational Boundary prudential indicator, and so may

be different from the year end position. The table also highlights the expected change in investment balances.

Table 7

£'000	2009/10 Revised	2010/11 Estimated	2011/12 Estimated	2012/13 Estimated
External Debt				
Debt at 1 April	11,910	13,073	14,011	14,283
Expected change in debt	1,163	938	272	211
Debt at 31 March	13,073	14,011	14,283	14,494
Operational Boundary	13,073	14,011	14,283	14,494
Investments				
Total Investments at 31 March	1,206	745	0	226
Investment change	-2,166	-461	-745	+226

7. The related impact of the above movements on the revenue budget are:

Table 8

£'000	2009/10 Revised	2010/11 Estimated	2011/12 Estimated	2012/13 Estimated
Revenue Budgets				
Interest on Borrowing	47	38	11	8
Related HRA Charge	2	27	22	19
Net General Fund Borrowing Cost	45	11	-11	-11
Investment income	-21	-4	-7	2

Limits to Borrowing Activity

8. Within the prudential indicators there are a number of key indicators to ensure the Council operates its activities within well defined limits
9. For the first of these the Council needs to ensure that its total borrowing net of any investments, does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2010/11 and the following two financial years (the relevant comparative figures are highlighted). This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

Table 9

£'000	2009/10 Revised	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate
Gross Borrowing	13,073	14,011	14,283	14,494
Investments	1,206	745	0	226
Net Borrowing	11,867	13,266	14,283	14,268
CFR*	13,073	14,011	14,283	14,494

* - Under the Prudential Code revision any falls in the CFR are ignored.

10. The Director of Finance reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

11. The Authorised Limit for External Debt – A further key prudential indicator represents a control on the overall level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

12. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although no control has yet been exercised.

13. The Council is asked to approve the following Authorised Limit:

Table 10

Authorised limit £'000	2009/10 Revised	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate
Borrowing	17,073	18,011	18,283	18,494
Other long term liabilities	128	92	56	28
Total	17,201	18,103	18,339	18,522

14. Borrowing in advance of need – The Council has some flexibility to borrow funds this year for use in future years. The Director of Finance may do this under delegated power where, for instance, a sharp rise in interest rates is expected, and so borrowing early at fixed interest rates will be economically beneficial or meet budgetary constraints. Whilst the Director of Finance will adopt a cautious approach to any such borrowing, where there is a clear business case for doing so borrowing may be undertaken to fund the approved capital programme or to fund future debt maturities. Borrowing in advance will be made within the constraints that

- It will be limited to no more than 20% of the expected increase in borrowing need (CFR) over the three year planning period; and
- Would not look to borrow more than 12 months in advance of need.

15. Risks associated with any advance borrowing activity will be subject to appraisal in advance and subsequent reporting through the mid-year or annual reporting mechanism.

Expected Movement in Interest Rates

Medium-Term Rate Estimates (averages)

Table 11

Annual Average %	Bank Rate	Money Rates		PWLB Rates*		
		3 month	1 year	5 year	20 year	50 year
2008/09	3.9	5.0	5.3	4.2	4.8	4.5
2009 /10	0.5	0.8	1.4	3.2	4.4	4.6
2010/11	1.0	1.5	2.3	4.0	5.0	5.2
2011/12	2.0	2.5	3.3	4.3	5.3	5.3
2012/13	4.5	4.8	5.3	5.3	5.5	5.3

* Borrowing Rates

16. Short-term rates are expected to remain on hold for a considerable time. The recovery in the economy has commenced but it will remain insipid and there is a danger that early reversal of monetary ease, (rate cuts and Quantative Easing {QE}), could trigger a dip back to negative growth and a W-shaped GDP path.
17. Credit extension to the corporate and personal sectors has improved modestly but banks remain nervous about the viability of counterparties. This is likely to remain a drag upon activity prospects, as will the lacklustre growth of broad money supply.
18. The main drag upon the economy is expected to be weak consumers' expenditure growth. The combination of the desire to reduce the level of personal debt and job uncertainty is likely to weigh heavily upon spending. This will be amplified by the prospective increases in taxation already scheduled for 2010 – VAT and National Insurance. Without a rebound in this key element of UK GDP growth, any recovery in the economy is set to be weak and protracted.
19. The MPC will continue to promote easy credit conditions via quantitative monetary measures. QE has been extended to a total of £200bn and there is still an outside chance that it could be expanded further in February. Whether this has much impact in the near term remains a moot point given the personal sector's reluctance to take on more debt and add to its already unhealthy balance sheet.
20. With inflation set to remain subdued in the next few years (though a sharp blip is forecast for the next few months), the pressure upon the MPC to hike rates will remain moderate. But some increase will be seen as necessary in 2010 to counter the effects of external cost pressures (as commodity price strength filters through) and to avoid damage that sterling could endure if the UK is seen to defy an international move to commence policy exit strategies.
21. The outlook for long-term fixed interest rates is a lot less favourable. While the UK's fiscal burden should ease in the future, this will be a lengthy process and deficits over the next two to three financial years

will require a very heavy programme of gilt issuance. The market will no longer be able to rely upon Quantitative Easing to alleviate this enormous burden.

22. The programme might well end in February, especially if the economy has returned to a recovery path as seems very likely. With growth back on the agenda and inflation challenging the upper limit of the Government's target range, the majority of MPC members may feel enough assistance has been given to ensure lack of credit is no longer a fundamental threat to the welfare of the economy
23. The absence of the Bank of England as the largest buyer of gilts will shift the balance between supply and demand in the gilt-edged market. Other investors will almost certainly require some incentive to continue buying government paper.
24. This incentive will take the form of higher interest rates. The longer fixed interest rates will suffer from the lack of support from the major savings institutions – pension funds and insurance companies who will continue to favour other investment instruments as a source of value and performance. The shorter fixed interest rates will be pressured higher by the impact of rising money market rates. While bank purchases in this part of the market will continue to feature as these institutions meet regulatory obligations, this process will be insufficiently strong to resist the upward trend in yields.

Borrowing Strategy 2010/11 – 2012/13

25. The uncertainty over future interest rates increases the risks associated with treasury activity. As a result the Council will take a cautious approach to its treasury strategy.
26. Long-term fixed interest rates are at risk of being higher over the medium term, and short term rates are expected to rise, although more modestly. The Director of Finance, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into account the risks shown in the forecast above. It is likely that shorter term fixed rates may provide lower cost opportunities in the short/medium term.
27. With the likelihood of long term rates increasing, debt restructuring is likely to focus on switching from longer term fixed rates to cheaper shorter term debt, although the Director of Finance and treasury consultants will monitor prevailing rates for any opportunities during the year.
28. The option of postponing borrowing and running down investment balances will also be considered. This would reduce counterparty risk and hedge against the expected fall in investments returns.

Investment Strategy 2010/11 – 2012/13

29. **Key Objectives** - The Council's investment strategy primary objectives are safeguarding the re-payment of the principal and interest of its investments on time first and ensuring adequate liquidity second – the investment return being a third objective. Following the economic

background above, the current investment climate has one over-riding risk consideration, that of counterparty security risk. As a result of these underlying concerns officers are implementing an operational investment strategy which tightens the controls already in place in the approved investment strategy.

30. **Risk Benchmarking** – A development in the revised Codes and the CLG consultation paper is the consideration and approval of security and liquidity benchmarks. Yield benchmarks are currently widely used to assess investment performance. Discrete security and liquidity benchmarks are new requirements to the Member reporting, although the application of these is more subjective in nature. Additional background in the approach taken is attached at Annex B2.

31. These benchmarks are simple targets (not limits) and so may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy depending on any changes. Any breach of the benchmarks will be reported, with supporting reasons in the Mid-Year or Annual Report.

32. Security - The Council’s maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.24% historic risk of default when compared to the whole portfolio.

33. Liquidity – In respect of this area the Council seeks to maintain:

- Bank overdraft - £1m
- Liquid short term deposits of at least £1m available with a week’s notice.
- Weighted Average Life benchmark is expected to be 0.5 years, with a maximum of 1.00 years.

34. Yield - Local measures of yield benchmarks are:

- Investments – Internal returns above the 7 day LIBID rate

35. And in addition that the security benchmark for each individual year is:

Table 11

	1 year	2 years	3 years	4 years	5 years
Maximum	0.24%	0.78%	1.48%	2.24%	3.11%

Note: This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.

36. **Investment Counterparty Selection Criteria** - The primary principle governing the Council’s investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle the Council will ensure:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the Specified and Non-Specified investment sections below.
 - It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.
37. The Director of Finance will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. This criteria is separate to that which chooses Specified and Non-Specified investments as it provides an overall pool of counterparties considered high quality the Council may use rather than defining what its investments are.
38. The rating criteria use the **lowest common denominator** method of selecting counterparties and applying limits. This means that the application of the Council's minimum criteria will apply to the lowest available rating for any institution. For instance if an institution is rated by two agencies, one meets the Council's criteria, the other does not, the institution will fall outside the lending criteria. This is in compliance with a CIPFA Treasury Management Panel recommendation in March 2009 and the CIPFA Treasury Management Code of Practice.
39. Credit rating information is supplied by our treasury consultants on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing. For instance a negative rating watch applying to a counterparty at the minimum Council criteria will be suspended from use, with all others being reviewed in light of market conditions.
40. The criteria for providing a pool of high quality investment counterparties (both Specified and Non-specified investments) is:
- **Banks 1 - Good Credit Quality** – the Council will only use banks which:
 - i. Are UK banks; and/or
 - ii. Are non-UK and domiciled in a country which has a minimum Sovereign long term rating of AAA
 And have, as a minimum, the following Fitch, Moody's and Standard and Poors credit ratings (where rated):
 - i. **Short Term** – F1
 - ii. **Long Term** – A

- iii. **Individual / Financial Strength** – C (Fitch / Moody's only)
 - iv. **Support** – 3 (Fitch only)
- **Banks 2 – Guaranteed Banks with suitable Sovereign Support** – In addition, the Council will use banks whose ratings fall below the criteria specified above if all of the following conditions are met:
 - (a) wholesale deposits in the bank are covered by a government guarantee;
 - (b) the government providing the guarantee is rated “AAA” by all three major rating agencies (Fitch, Moody's and Standard & Poors); and
 - (c) the Council's investments with the bank are limited to amounts and maturities within the terms of the stipulated guarantee.
- **Banks 3 – Eligible Institutions** - the organisation is an Eligible Institution for the HM Treasury Credit Guarantee Scheme initially announced on 13 October 2008, with the necessary short and long term ratings required in Banks 1 above. These institutions have been subject to suitability checks before inclusion, and have access to HM Treasury liquidity if needed.
- **Banks 4** – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time.
- **Bank Subsidiary and Treasury Operations** – the Council will use these where the parent bank has the necessary ratings outlined above.
- **Building Societies** – the Council will use all Societies which:
 - i. meet the ratings for banks outlined above
 - Or are both:
 - ii. Eligible Institutions; and
 - iii. Have assets in excess of £500m.
- **Money Market Funds** – AAA
- **UK Government** (including gilts and the DMADF)
- **Local Authorities, Parish Councils etc**
- **Supranational institutions**

A limit of 100% will be applied to the use of Non-Specified investments.

41. **Country and sector considerations** - Due care will be taken to consider the country, group and sector exposure of the Council's investments. In part the country selection will be chosen by the credit rating of the Sovereign state in Banks 1 above. In addition:

- no more than 5% will be placed with any non-UK country at any time;
- limits in place above will apply to Group companies;
- Sector limits will be monitored regularly for appropriateness.

42. **Use of additional information other than credit ratings** – Additional requirements under the Code of Practice now require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

43. **Time and Monetary Limits applying to Investments** - The time and monetary limits for institutions on the Council's Counterparty List are as follows (these will cover both Specified and Non-Specified Investments):

Table12

	Fitch (or equivalent)	Money Limit	Time Limit
Limit 1 Category	AAA	£5m	3yrs
Limit 2 Category	AA	£5m	3yrs
Limit 3 Category	A	£3m	2yrs
Other Institution Limits	-	£2m	1yrs
Guaranteed Organisations	-	£2m	6mths

44. The proposed criteria for Specified and Non-Specified investments are shown in Annex B1 for approval.

45. In the normal course of the council's cash flow operations it is expected that both Specified and Non-specified investments will be utilised for the control of liquidity as both categories allow for short term investments.

46. The use of longer term instruments (greater than one year from inception to repayment) will fall in the Non-specified investment category. These instruments will only be used where the Council's liquidity requirements are safeguarded. This will also be limited by the longer term investment limits.

47. **Economic Investment Considerations** - Expectations on shorter-term interest rates, on which investment decisions are based, show likelihood of the current 0.5% Bank Rate remaining flat but with the

possibility of a rise in mid-2010. The Council's investment decisions are based on comparisons between the rises priced into market rates against the Council's and advisers own forecasts.

48. There is an operational difficulty arising from the current banking crisis. There is currently little value investing longer term unless credit quality is reduced. Whilst some selective options do provide additional yield uncertainty over counterparty creditworthiness suggests shorter dated investments would provide better security.
49. **The criteria for choosing counterparties set out above provide a sound approach to investment in "normal" market circumstances. Whilst Members are asked to approve this base criteria above, under the exceptional current market conditions the Director of Finance may temporarily restrict further investment activity to those counterparties considered of higher credit quality than the minimum criteria set out for approval. These restrictions will remain in place until the banking system returns to "normal" conditions. Similarly the time periods for investments will be restricted.**
50. Examples of these restrictions would be the greater use of the Debt Management Deposit Account Facility (DMADF – a Government body which accepts local authority deposits), Money Market Funds, guaranteed deposit facilities and strongly rated institutions offered support by the UK Government. The credit criteria have been amended to reflect these facilities.

Sensitivity to Interest Rate Movements

51. Future Council accounts will be required to disclose the impact of risks on the Council's treasury management activity. Whilst most of the risks facing the treasury management service are addressed elsewhere in this report (credit risk, liquidity risk, market risk, maturity profile risk), the impact of interest rate risk is discussed but not quantified. The table below highlights the estimated impact of a 1% increase/decrease in all interest rates to the estimated treasury management costs/income for next year. That element of the debt and investment portfolios which are of a longer term, fixed interest rate nature will not be affected by interest rate changes.

Table 13

£m	2010/11 Estimated + 1%	2010/11 Estimated - 1%
Revenue Budgets		
Interest on Borrowing	0	0
Related HRA Charge	0	0
Net General Fund Borrowing Cost	0	0
Investment income	0	0

Treasury Management Limits on Activity

52. There are four further treasury activity limits, which were previously prudential indicators. The purpose of these are to contain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of an adverse movement in interest rates. However if these are set to be too restrictive they will impair the opportunities to reduce costs/improve performance. The indicators are:

- Upper limits on variable interest rate exposure – This identifies a maximum limit for variable interest rates based upon the debt position net of investments
- Upper limits on fixed interest rate exposure – Similar to the previous indicator this covers a maximum limit on fixed interest rates.
- Maturity structures of borrowing – These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.
- Total principal funds invested for greater than 364 days – These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

53. The Council is asked to approve the limits:

Table14

£m	2010/11	2011/12	2012/13
Interest rate Exposures			
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	16	16	16
Limits on variable interest rates based on net debt	4	4	4
Maturity Structure of fixed interest rate borrowing 2010/11			
		Lower	Upper
Under 12 months		0%	100%
12 months to 2 years		0%	100%
2 years to 5 years		0%	100%
5 years to 10 years		0%	100%
10 years and above		0%	100%
Maximum principal sums invested > 364 days			
Principal sums invested > 364 days	£5m	£5m	£5m

Performance Indicators

54. The Code of Practice on Treasury Management requires the Council to set performance indicators to assess the adequacy of the treasury function over the year. These are distinct historic indicators, as opposed to the prudential indicators, which are predominantly forward looking. Examples of performance indicators often used for the treasury function are:

- Debt – Borrowing - Average rate of borrowing for the year compared to average available
- Debt – Average rate movement year on year
- Investments – Internal returns above the 7 day LIBID rate

The results of these indicators will be reported in the Treasury Annual Report.

Treasury Management Advisers

55. The Council uses Butlers as its treasury management consultants. The company provides a range of services which include:

- Technical support on treasury matters, capital finance issues and the drafting of Member reports;
- Economic and interest rate analysis;
- Debt services which includes advice on the timing of borrowing;
- Debt rescheduling advice surrounding the existing portfolio;
- Generic investment advice on interest rates, timing and investment instruments;
- Credit ratings/market information service comprising the three main credit rating agencies;

56. Whilst the advisers provide support to the internal treasury function, under current market rules and the CIPFA Code of Practice the final decision on treasury matters remains with the Council. This service is subject to regular review.

Member and Officer Training

- a. The increased Member consideration of treasury management matters and the need to ensure officers dealing with treasury management are trained and kept up to date requires a suitable training process for Members and officers.

4. Financial Implications

These are contained in the body of the report

5. Legal Implications

There are none arising directly from this report

6. Corporate Plan Implications

Delivery of the Prudential Indicators contributes to the achievement of Strategic Objective 3: “Deliver the Councils Medium Term Financial with a sustained focus on the Council’s priorities whilst working to resolve the continuing pressure of service requirements in the context of available resources”.

7. Risk Implications

It is the Council’s policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer’s opinion based on the information available, that the significant risks associated with this decision/project have been identified, assessed and that controls are in place to manage them effectively.

The following significant risks associated with this report/decision were identified from this assessment:

Management of Significant (Net Red) Risks		
Risk Description	Mitigating Actions	Owner
Failure to achieve planned level of capital expenditure on the Capital Programme	Monitor expenditure via Budget Monitoring process and Capital Forum	Ilyas Bham
Failure to generate sufficient Capital Receipts and/or grants and other external funding to support the proposed programme	Look to revise the programme to bring spend into line with available resources	Ilyas Bham

8. Knowing your Community- Equality and Rural Implications

Schemes in the Capital Programme cover all services and all areas of the Borough including rural areas

9. Corporate Implications

By submitting this report, the report author has taken the following into account:

- Community Safety Implications
- Environmental Implications
- ICT Implications
- Asset Management Implications
- Human Resources Implications

- Voluntary Sector Implications
-

Background Papers

Capital Programme 2009/10 to 2012/13

The CIPFA Prudential Code

Treasury Management Policy

Revenue Budget 2010/11

Contact Officer: David Bunker, Accountancy Manager ext 5609

Executive Member: Cllr K.W.P. Lynch

15C20apr10

Appendix 1

Treasury Management Practice (TMP) 1 – Credit and Counterparty Risk Management

The Office of the Deputy Prime Minister (now CLG) issued Investment Guidance on 12th March 2004, and this forms the structure of the Council's policy below. The CLG is currently consulting over revisions to the Guidance and where applicable the Consultation recommendations have been included within this policy. These guidelines do not apply to either trust funds or pension funds which are under a different regulatory regime.

The key intention of the Guidance is to maintain the current requirement for Councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council adopted the Code on 30 June 2003 and will apply its principles to all investment activity. In accordance with the Code, the Director of Finance has produced its treasury management practices (TMPs). This part, TMP 1(5), covering investment counterparty policy requires approval each year.

Annual Investment Strategy - The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

Strategy Guidelines – The main strategy guidelines are contained in the body of the treasury strategy statement.

Specified Investments – These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal

or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:

1. The UK Government (such as the Debt Management Account deposit facility, UK Treasury Bills or a Gilt with less than one year to maturity).
2. Supranational bonds of less than one year's duration.
3. A local authority, parish council or community council.
4. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's or Fitch rating agencies.
5. A body that is considered of a high credit quality (such as a bank or building society. For category 5 this covers bodies with a minimum short term rating of F1 (or the equivalent) as rated by Standard and Poor's, Moody's or Fitch rating agencies.

Non-Specified Investments – Non-specified investments are any other type of investment (i.e. not defined as Specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Non specified investments would include any sterling investments with:

	Non Specified Investment Category	Limit
a.	<p>Supranational Bonds greater than 1 year to maturity</p> <p>(a) Multilateral development bank bonds - These are bonds defined as an international financial institution having as one of its objects economic development, either generally or in any region of the world (e.g. European Investment Bank etc.).</p> <p>(b) A financial institution that is guaranteed by the United Kingdom Government (e.g. The Guaranteed Export Finance Company {GEFCO})</p> <p>The security of interest and principal on maturity is on a par with the Government and so very secure, and these bonds usually provide returns above equivalent gilt edged securities. However the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.</p>	<p>AAA long term ratings</p> <p>£3m</p> <p>£3m</p>
b.	<p>Gilt edged securities with a maturity of greater than one year. These are Government bonds and so provide the highest security of interest and the repayment of principal on maturity. Similar to category (a) above, the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.</p>	£3m
c.	<p>Eligible Institutions - the organisation is an Eligible Institution for the HM Treasury Credit Guarantee Scheme initially announced on 13 October 2008, with the necessary short and long term ratings required in Banks 1</p>	£3m

	above. These institutions have been subject to suitability checks before inclusion, and have access to HM Treasury liquidity if needed.	
d.	The Council's own banker if it fails to meet the basic credit criteria. In this instance balances will be minimised as far as is possible.	£3m
e.	Building societies not meeting the basic security requirements under the specified investments. The operation of some building societies does not require a credit rating, although in every other respect the security of the society would match similarly sized societies with ratings. The Council may use such building societies which are Eligible Institutions and have a minimum asset size of £500m, but will restrict these type of investments to £2m	£2m
f.	Any bank or building society that has a minimum long term credit rating of A (Fitch), for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment). Lending will be up to 3 years	£5m
g.	Any non rated subsidiary of a credit rated institution included in the specified investment category. These institutions will be included as an investment category subject to a limit of £2m for a period of 6 months	£2m

Within categories c, d and f, and in accordance with the Code, the Council has developed additional criteria to set the overall amount of monies which will be invested in these bodies. This criteria is

Building Societies £2m for a period of 1 year

Banks with a minimum long term rating of A (Fitch) £5m for a period of 3 years

In respect of category g, these will only be considered after obtaining external advice and subsequent Member approval.

The Monitoring of Investment Counterparties - The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Butlers as and when ratings change, and counterparties are checked promptly. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Director of Finance, and if required new counterparties which meet the criteria will be added to the list.

Security, Liquidity and Yield Benchmarking

Benchmarking and Monitoring Security, Liquidity and Yield in the Investment Service - A proposed development for Member reporting is the consideration and approval of security and liquidity benchmarks.

These benchmarks are targets and so may be breached from time to time. Any breach will be reported, with supporting reasons in the Annual Treasury Report.

Yield – These benchmarks are currently widely used to assess investment performance. Local measures of yield benchmarks are:

- Investments – Internal returns above the 7 day LIBID rate

Security and liquidity benchmarks are already intrinsic to the approved treasury strategy through the counterparty selection criteria and some of the prudential indicators. However they have not previously been separately and explicitly set out for Member consideration. Proposed benchmarks for the cash type investments are below and these will form the basis of future reporting in this area. In the other investment categories appropriate benchmarks will be used where available.

Liquidity – This is defined as “having adequate, though not excessive cash resources, borrowing arrangements, overdrafts or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives” (CIPFA Treasury Management Code of Practice). In respect of this area the Council seeks to maintain:

- Bank overdraft - £1m
- Liquid short term deposits of at least £1m available with a week’s notice.

The availability of liquidity and the term risk in the portfolio can be benchmarked by the monitoring of the Weighted Average Life (WAL) of the portfolio – shorter WAL would generally embody less risk. In this respect the proposed benchmark is to be used:

- WAL benchmark is expected to be 0.5 years, with a maximum of 1.0 year.

Security of the investments – In context of benchmarking, assessing security is a much more subjective area to assess. Security is currently evidenced by the application of minimum credit quality criteria to investment counterparties, primarily through the use of credit ratings supplied by the three main credit rating agencies (Fitch, Moody’s and Standard and Poors). Whilst this approach embodies security considerations, benchmarking levels of risk is more problematic. One method to benchmark security risk is to assess the historic level of default against the minimum criteria used in the Council’s investment strategy. The table beneath shows average defaults for differing periods of

investment grade products for each Fitch long term rating category over the period 1990 to 2007.

Long rating	term	1 year	2 years	3 years	4 years	5 years
AAA		0.00%	0.00%	0.00%	0.00%	0.00%
AA		0.00%	0.00%	0.00%	0.03%	0.06%
A		0.03%	0.15%	0.30%	0.44%	0.65%
BBB		0.24%	0.78%	1.48%	2.24%	3.11%

The Council's minimum long term rating criteria is currently "A", meaning the average expectation of default for a one year investment in a counterparty with a "A" long term rating would be 0.03% of the total investment (e.g. for a £1m investment the average loss would be £300). This is only an average - any specific counterparty loss is likely to be higher - but these figures do act as a proxy benchmark for risk across the portfolio.

The Council's maximum security risk benchmark for the whole portfolio, when compared to these historic default tables, is:

- 0.055% historic risk of default when compared to the whole portfolio.

And in addition that the security benchmark for each individual year is:

	1 year	2 years	3 years	4 years	5 years
Maximum	0.24%	0.78%	1.48%	2.24%	3.11%

These benchmarks are embodied in the criteria for selecting cash investment counterparties and these will be monitored and reported to Members in the Investment Annual Report. As this data is collated, trends and analysis will be collected and reported. Where a counterparty is not credit rated a proxy rating will be applied.

Treasury Management Clauses to form part of Standing Orders/Financial Regulations/Constitution

1. This Council will create and maintain, as the cornerstones for effective treasury management:
 - A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities;
 - Suitable TMPs, setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
2. The Council will receive reports on its treasury management policies, practices and activities, including as a minimum, an annual strategy and plan in advance of the year, a mid year review and an annual report after its close, in the form prescribed in its TMPs.
3. The Council delegates responsibility for the implementation and monitoring of its treasury management policies and practices to the Executive, and for the execution and administration of treasury management decisions to the Director of Finance, who will act in accordance with the Council's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.
4. The organisation nominates the Finance and Audit Services Select Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

COUNCIL – 20 APRIL 2010

REPORT OF THE DEPUTY CHIEF EXECUTIVE (CORPORATE DIRECTION)
RE: OADBY & WIGSTON 2009/10 & 2010/11 BUDGET INCREASE

1 PURPOSE OF REPORT

To seek approval to increase the budget provision in respect of costs for the shared ICT services with Oadby & Wigston (OWBC). This expenditure will be fully recharged to OWBC and has no impact on the Hinckley & Bosworth Borough Council revenue budgets.

2 RECOMMENDATION

To recommend to council to approve the budget increase and note any feedback from executive on the 14th April 2010.

2009/10 financial year:

- Increase the expenditure budget provision of the shared ICT services with OWBC by £330,801
- Increase the income from OWBC for the above expenditure by £330,801

2010/11 financial year:

- Increase the expenditure budget provision for the shared service by an additional £7,573
- Increase the income budget by an additional £7,573

Please note that the above increase in budget provision will not have any impact on HBBC revenue budgets as the full expenditure is recharged back to OWBC. The budgets were discussed by the ICT Manager and the Accountant from Hinckley & Bosworth BC with the accountant at Oadby and Wigston Council on the 16th February 2010.

3 BACKGROUND TO THE REPORT

3.1 In January 2009 HBBC entered into a Shared Service with Oadby and Wigston to provide their ICT service through the Council's existing contract with Steria Ltd. In delivering this service HBBC incur costs on behalf of OWBC and recharge the expenditure back to them.

3.2 During the current financial year HBBC has incurred additional orders for OWBC which has resulted in the original budget being exceeded.

3.3 There will be no increased expenditure at HBBC as these costs are fully recharged to OWBC.

4 FINANCIAL IMPLICATIONS (DM)

These additional costs have not been included in the HBBC budgets; therefore (in accordance with the Council's Financial Procedure Rules) the supplementary expenditure and income budgets are required. The supplementary budgets will have no impact on the Hinckley & Bosworth BC net cost of services as the full expenditure will be recharged back to Oadby and Wigston Council.

5 LEGAL IMPLICATIONS (AB)

The Delegation Agreement relating to the provision of ICT services to Oadby and Wigston by Hinckley and Bosworth allows for the increase in the recharge when there is a corresponding increase in the charge made to Hinckley and Bosworth by Steria.

6 CORPORATE PLAN IMPLICATIONS

None attached with this report.

7 CONSULTATION

ICT Manager.

8 RISK IMPLICATIONS

It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.

The following significant risks associated with these report/decisions were identified from this assessment:-

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
Failure to input the budgets against the income and expenditure will have impact on HBBC budgets as an overspent	Ensure that debtor invoices are raised to ensure that Oadby and Wigston are recharged quarterly	Finance Officer

9 **KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS**

None attached with this report.

10 **CORPORATE IMPLICATIONS**

By submitting this report, the report author has taken the following into account:-

- ICT implications [Paul Langham, ext 5995]

Background papers: Working papers

Contact Officer: Paul Langham

Executive Member: Cllr Keith Lynch

19c20APR10

COUNCIL – 20 APRIL 2010

REPORT OF DEPUTY LEADER OF THE COUNCIL
RE: COMMUNITY SAFETY PARTNERSHIP UPDATE REPORT

1. PURPOSE OF REPORT

To update members of the key outcomes arising from the Community Safety Partnerships Action Plan 2009/10.

To inform members of the key outcomes for the refreshed Community Safety Partnership Action Plan 2010/11.

2. RECOMMENDATION

(i) To note the progress report

3. BACKGROUND TO THE REPORT

3.1. The Hinckley and Bosworth Community Safety Partnership's three year crime and disorder reduction strategy plan was agreed and published on 1 April 2008. This plan sets out the Partnership's community safety crime and disorder priorities across the Borough. It outlines the structure of the Partnership and how agencies work together in partnership and share resources to deliver crime and disorder reduction strategies across the Borough.

3.2. All Community Safety Partnerships are required to undertake an annual statutory review of its three year plan as mentioned in the above paragraph. As crime and disorder patterns continually change and new challenges emerge this refresh process gives the Hinckley and Bosworth Community Safety Partnership an opportunity to review its work, and where necessary review its priorities and its action plans. For example in 2008 the Partnership focussed on reducing violent crime and secured major reductions. However, since 2009 there has been a rise in burglary and theft from motor vehicles, and this has initiated a realignment of effort by the Partnership to tackle these issues.

4.0. PROGRESS REPORT

The following details some of the more notable achievements in relation to the 2009/10 Action Plan:

- In March 2009, achievement of Beacon Award Status for Managing the Night Time Economy. Subsequently the Partnership has hosted a very successful Home Office National Event on 22 March 2010, to promote and showcase good practice in managing the impact of alcohol in our Market Town. We were highly complimented by the Home Office for the success of the event, which was attended by over 130 delegates.
- Established Gold, Silver and Bronze Command structure as part of the Barwell Recovery Action Plan
- The Partnership's Safe Christmas Campaign resulted in significant reductions in crime and disorder in the Town Centre over the Christmas period compared to last year, specifically:
 - Overall crime down 51.16%
 - Assault and Public Order down 44.44%
 - Theft from Stores down 56.7%
 - Anti-Social behaviour down 26% across the Borough
- Over 1,200 young people used the ice skate rink and the Youth Council raised nearly £700 for Charity.
- Following the success of the Street Pastors initiative in Hinckley, this important scheme is being rolled out within Barwell and Earl Shilton.
- The following figures relate to quarter 3 (October – December 2009):
 - Serious Violent Crime (NI15) is well on course to meet 3% reduction target, with a 39.29% decrease compared to the previous year. Assault with less serious injury (NI 20) has also shown a 6.54% decrease.
 - Serious Acquisitive Crime (NI 16) remains above the target with a 8.49% increase. There has been a rise in burglary that is impacting on the 3% reduction target, however, vehicle crime has shown a 2.87% decrease which is just under target.
 - Robbery from both person and businesses continues to show a reduction and is down 41.83%, placing the Partnership in the top quartile for this category of crime within its IQUANTA CDRP family group.
 - Racially aggravated crime continues to show a reduction, well above target with a 16.22% decrease compared to the same period in 2008

with the partnership remaining in the top quartile of its IQUANTA CDRP Family Group.

- Hate Crime User Satisfaction survey has shown that customer satisfaction in dealing with racist incidents has increased from 76.5% in 2008 to 82.4% in 2009 that is above the satisfaction target of 80%.
- Anti-Social behaviour across the Borough continues to show reductions in reported incidents with 253 less offences compared to 2008 i.e. 3079 offences in 2008 compared to 2826 in 2009.
- The Partnership's Halloween/Bonfire Night campaign (Operation Jackdaw) saw a 23% reduction in reported anti-social behaviour across the Borough. During Halloween itself only 26 incidents of Halloween related incidents were reported.
- The Leicestershire ASB Public Satisfaction survey has shown a rise in the Borough's dealings with ASB incidents, from 63.4% in 2008 to 70.8% in 2009, though performance is slightly lower than other areas on the South Basic Command Unit in relation to initial contact and action. Follow up and treatment are in line with other districts.
- The rate of increase in relation to criminal damage across the Borough has shown a slow down, with the rate falling from 19% increase in the last quarter to 11.02% this quarter.
- Substance Misuse - drug offences have continued to reduce over the year with a 21.13% decrease this year compared to 2008 i.e. 45 less offences. However, 26.2% of respondents to the places survey in Hinckley and Bosworth consider that drug dealing, or use, is a problem in their locality. Through the same survey 27.5% of respondents think that drunk and rowdy behaviour is a problem.

4.1 Community Safety Partnership Future Priorities

The Partnership has completed a strategic assessment of crime and disorder across the Borough as well as a series of public/community consultation sessions, the results of which have been utilised to inform a refresh of its crime and disorder reduction plan 2010/2011 priorities, action plans and spending plan.

Taking into account the performance, challenges, community consultation and requirements to meet both local and County indicators, the Partnership has agreed to focus on the following priorities during 2010/11:

4.2 **Overarching Priority Outcomes**

- Improve Public Confidence
- Reduce levels of re-offending and ensure that the lives of offenders and those at risk of offending are improved so they are less likely to offend

4.3 **Supporting Priority Outcomes:**

1. Continue to reduce Anti-Social Behaviour including criminal damage, deliberate fire setting and anti-social vehicle driving.
2. Continue to reduce levels of Violent Crime including all categories, domestic violence, hate crime and alcohol related violent crime within the night-time economy (Hinckley Town Centre).
3. Reduce Serious Acquisitive Crime especially theft from motor vehicle and burglary
4. Reduce the harm caused by Substance Misuse including drug and alcohol harm awareness and providing support services.
5. Improve services to victims of crime and disorder especially the most vulnerable
6. Ensure Equality of service for ALL no matter what their background

5.0 **FINANCIAL IMPLICATIONS**

- 5.1 None arising directly from this report.

6.0 **LEGAL IMPLICATIONS**

- 6.1. None arising directly from this report

7.0 **CORPORATE PLAN IMPLICATIONS**

- 7.1. The contents of the report relate to and support the following strategic aims:

- Safer and Healthier Borough
- Strong and distinctive communities

8.0 **CONSULTATION**

- 7.1. The Community Safety Strategy and supporting action plan has been informed through extensive consultation with the community and all relevant public sector agencies.

8. **RISK IMPLICATIONS**

- 8.1. It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this decision/project have been identified, assessed and that controls are in place to manage them effectively.

The following significant risks associated with this report were identified from this assessment.

No Net Red Risks

9. **KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS**

9.1. The Community Safety Partnership has a responsibility to ensure that resources are being targeted to respond to priority needs across the Borough.

10. **CORPORATE IMPLICATIONS**

10.1. By submitting this report, the author has taken the following into account:

- Community Safety – None
- Environmental - None
- ICT - None
- Asset management None
- Human Resources – None

Contact Officer: Ron Grantham, Community Safety Manager, Ext 5832
Executive Member: Cllr David Bill, Deputy Leader of the Council

17C20apr10

COUNCIL – 20 APRIL 2010

REPORT OF THE DEPUTY LEADER OF THE COUNCIL
RE: LOCAL STRATEGIC PARTNERSHIP UPDATE REPORT

1. **PURPOSE OF REPORT**

To update members of the key outcomes arising from the LSP Board's work programme 2009/10

To inform members of the LSP priorities for 2010/11

2. **RECOMMENDATION**

(i) To note the progress report

3. **BACKGROUND TO THE REPORT**

3.1 Following extensive consultation with the community, the local authority published a comprehensive Community Plan in 2007, setting out the issues, concerns and major challenges facing the Borough, including a longer term vision for the type of place the Borough should be by 2026.

3.2. Hinckley and Bosworth Local Strategic Partnership (LSP) oversees the delivery of the Community Plan, and checks that progress is being made on the things that are most important to the community. The LSP brings together the private, public, community and voluntary sectors, to enable more effective joint working and bringing together of resources. The Community Plan is owned by all of these organisations, who each have a range of delivery groups, working on the priorities within the Community Plan.

3.3. In addition, the LSP itself has its own delivery plan, which is an agreement between all the partners to concentrate its efforts and resources, where it feels it can make the most difference in tackling some of the most challenging issues faced by the Borough.

3.4. In setting it's work programme the LSP holds an annual review event, to take stock of progress, to consider current evidence bases, and from this, agrees it's priorities for the year ahead.

3.5. During 2009/10, the LSP focused it's efforts and resources in relation to four key strategic priorities:

Priority 1 - To improve the quality of life in priority neighbourhoods

Within Hinckley and Bosworth there are areas which are experiencing particularly high levels of deprivation in terms of environment, income, health, crime, education

and employment. They have been identified as **priority neighbourhoods: Earl Shilton, Barwell, Bagworth & Thornton, Burbage (Lash Hill ward), Hinckley Trinity West, and Hinckley Westfield.** Targeted work is taking place within these areas through the setting up of Neighbourhood Action Teams. These teams work closely with local communities and service providers, to bring about improved and increased levels of service, that responds to the community's need.

Priority 2 - To oversee the development and delivery of housing development and supporting community facilities in Earl Shilton and Barwell

Hinckley and Bosworth Borough Council has been identified as one of a number of local authorities across the UK where additional housing and supporting facilities will be required, to meet the needs of the growing population. Over the next 25 years, provision will need to be made within the community including improvements to the local infrastructure, so that we can meet the needs of our expanded community. Up to 11,500 dwellings could be built in the next 25 years, of these **up to 4500 new homes and supporting facilities will be accommodated to the south of Earl Shilton and to the west of Barwell.**

Priority 3 - To establish thriving and regenerated town centres in Hinckley and Earl Shilton

Priority 4 - The establishment of accessible services in Hinckley and Bosworth

4.0. **Progress Report**

4.1. The following details some of the more notable achievements in relation to these strategic priorities during 2009/10:

4.2. Priority 1 - To improve the quality of life in priority neighbourhoods

4.3. Through the LSP, £100k p.a. (until March 2011) has been secured to contribute to the funding of the Stronger Communities and Neighbourhood Management Team, responsible for the development and delivery of the Neighbourhood Action Teams and supporting plans in our priority neighbourhoods.

4.4. The Earl Shilton Community House moved to Peggs Close, a bigger, brighter and more accessible location. This has provided the opportunity for the Community House to expand its services, and to reach even more tenants and residents within the area. Launched in September 2001, the Community House has gone from strength to strength, and has many notable achievements to its credit, including the setting up of the first No Cold Calling Zones in the Borough, an extensive range of activities for adults and young people, as well as environmental projects.

4.5. Earl Shilton Community House is also the base for an internet based radio station – Hilltop radio. Aimed at both informing and uniting the community, broadcasts include a mixture of news, events, interviews and music for everyone, as well as programmes aimed specifically at young people, showcasing local young talent.

Having secured further funding for additional broadcasting equipment, there are plans to expand the provision into other priority neighbourhoods.

- 4.6. In addition a local credit union provision has recently been established, which is also housed at the Earl Shilton Community House
- 4.7. Drawing on this success, Barwell Community House opened its doors to the public during the summer of 2009. The Community House has already established a comprehensive programme of provision, including activities for young people and adults, environmental and educational programmes, as well as schemes devised to tackle residents' crime and anti-social behaviour concerns.
- 4.8. Following the tragic circumstances surrounding the Pilkington Case, a 'Pride in Barwell' campaign has been established with the aim of restoring people's pride and confidence in the area
- 4.9. For Bagworth and Thornton priority neighbourhood plans are in place for the redevelopment of the Bagworth Miner's Hall, a new children's play area, community shop and café with a visitors centre. Alongside this Bagworth has been chosen for the site of a new Childrens Centre, and Thornton are to get a MUGA (multi use games area) as part of the improvement to play facilities in the area. 2009 also saw the completion of a new youth shelter for the village of Bagworth.
- 4.10. The Neighbourhood Action Team is funding bi-monthly shopping trips to Hinckley, for the elderly in Bagworth and Thornton. The project has been set up working with Community Transport and Age Concern Hinckley and Bosworth.
- 4.11. Smoking cessation groups and exercise referral schemes have been running in Barwell and Earl Shilton. The smoking cessation scheme has enjoyed a 70% success rate.
- 4.12. **Priority 2 - To oversee the development and delivery of housing development and supporting community facilities in Earl Shilton and Barwell**
- 4.13. To support the development and delivery of this initiative, £300k capital investment funds have been secured, through growth point funding.
- 4.14. A masterplan is being prepared to guide the proposed development, this is being informed by ongoing community and key stakeholder consultation. The first round of consultation events took place during the autumn of 2008, to gain the public's views and opinions on the issues and opportunities for their town centre, to ensure the plan addresses the needs of the local community. Subsequently CapitaLoveJoy were appointed in June 2009 as the consultants to lead on the further development and delivery of the masterplan.
- 4.15. An important element of this project plan, is the inclusion of ongoing community consultation exercises, hence there has been a further round of public engagement and consultation events in November 2009, and a stakeholder design infrastructure event in March 2010. As well as public consultation on Earl Shilton Town Centre

Plan during November/December 2009, and Town Centre public realm plans for Earl Shilton agreed in February 2010.

4.16. **Priority 3 – Thriving and Regenerated Town Centres: Hinckley and Earl Shilton**

4.17. A key success has been the establishment of **Hinckley Business Improvement District (BID)**. The BID will see **£1 million generated to invest in promoting the town centre and its businesses** over the next five years. Under the slogan of **‘Your Town in Your Hands’** the BID will be run by the businesses, for the businesses, concentrating on the issues that are most important to them. These priorities include: encouraging a greater number of visitors to the area, promotion of the businesses and encouraging investment, as well as improvement of local business support.

4.18. The Town Centre Partnership supported the ever popular Hinckley Christmas Lights switch on, which in 2009 attracted approximately 14,000 people. The partnership was also instrumental in organising the Hinckley Taxi Tour service, taking disabled and elderly people into Hinckley to view the Christmas Lights.

4.19. Working in partnership with Leicestershire Police, in 2009, the authority won a prestigious Beacon Status award for its work in helping to make Hinckley town centre a safer and more welcoming place for people to live, work and visit ‘After Dark’. As a result of winning the award, the council and the police have received government funding to expand their work and help other councils achieve the same success. This has included hosting an extremely successful National Market Towns Event in March 2010.

4.20. **Priority 4 - The establishment of accessible services in Hinckley and Bosworth**

4.21. The LSP supported the development, promotion and launch of **six new children centres across the Borough, offering one stop shops** for parents and school children. Over £1.75 million has been spent on the facilities which bring together services such as libraries, health, the Family Information Service, voluntary organisations, advice and information under one roof.

4.22. The centres offer a wide range of local activities and services for pre-school children and their families including: child and family health support, play and stay sessions, baby massage, parent and children reading sessions, parenting courses, training and employment support, and toy libraries. These services are also being taken out into the community, and being delivered at church halls, schools and community centres. In addition, staff are available to provide advice and information on a one to one basis at local venues.

4.23. There are 27 Community Forums covering the whole of Leicestershire, with the District LSP supporting the delivery of the 3 community forums in Hinckley and Bosworth: 1) Hinckley, 2) Markfield, Ratby and Groby, and 3) Bosworth. The Forums plays an important role in bringing members of the public together with local

service providers, such as the Parish, District and County Council, Health and Police, to consider how services can be improved to meet the needs of the local community.

4.24. During 2009 LSP has supported the delivery of a county wide pilot initiative, Participatory Budgeting. Each Community Forum has been allocated £20,000 to spend on local projects/initiatives, by March 2011. Special workshops took place in the Autumn of 2009, offering residents and representatives of community groups to propose and vote on important local projects, for a share of £20,000. Subsequently a total of £60,000 has been allocated to over thirty community projects. Project lead agencies will be required to provide six monthly progress reports to the LSP on the agreed outcomes for their community project.

4.25. **LSP Future Priorities 2010/11**

4.26. In February 2010 the LSP Board held its annual review event, to review progress and to agree priorities for 2010/11. At this session a range of current data sources were presented to the Board, including: the Places Survey, Comprehensive Area Assessment report, Joint Strategic Needs Assessment, Health profile and the Community Safety Partnership priorities. Utilising this evidence base, the LSP subsequently agreed to focus its efforts in further supporting priority neighbourhoods, to deliver on an expanded range of themes:

- Community engagement and consultation
- Access to services
- Health improvement
- Reducing crime
- Employment (managing the interface between education and employment)
- Young people's needs

4.27. Whilst this has been agreed as the overarching priority for the LSP, it will keep a watching brief on the development of the sustainable urban extensions in Earl Shilton and Barwell, and town centre regeneration in Hinckley and Earl Shilton.

5. **FINANCIAL IMPLICATIONS**

5.2. None arising directly from this report.

6. **LEGAL IMPLICATIONS**

6.1. None arising directly from this report

7. **CORPORATE PLAN IMPLICATIONS**

7.1. The contents of the report relate to and support the following strategic aims:

- Cleaner and Greener Neighbourhoods
- Thriving Economy

- Safer and Healthier Borough
- Strong and distinctive communities
- Decent, well managed and affordable housing

8. **CONSULTATION**

- 8.1. The Community Plan 2007 – 2012 has been informed through extensive consultation with the community and all relevant public sector agencies, to inform the subsequent priorities, and LSP work programmes.

9. **RISK IMPLICATIONS**

- 9.1. It is the Council’s policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer’s opinion based on the information available, that the significant risks associated with this decision/project have been identified, assessed and that controls are in place to manage them effectively.

The following significant risks associated with this report were identified from this assessment.

No Net Red Risks

10. **KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS**

- 10.1. The LSP has a responsibility to ensure that resources are being targeted to respond to priority needs across the Borough. Subsequently the LSP is focussing its efforts and resources in supporting the improvement of quality of life within the Borough’s priority neighbourhoods.

11. **CORPORATE IMPLICATIONS**

- 11.1. By submitting this report, the author has taken the following into account:

- Community Safety – None
- Environmental - None
- ICT - None
- Asset management None
- Human Resources – None

Contact Officer: Edwina Grant, Strategic and Community Planning Officer, Ext 5629
 Executive Member: Cllr David Bill, Deputy Leader of the Council