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**HINCKLEY & BOSWORTH
BOROUGH COUNCIL**



Hinckley & Bosworth
Borough Council

A Borough to be proud of

**AGENDA FOR THE
MEETING OF THE COUNCIL
TO BE HELD ON
TUESDAY, 1 JULY 2014
at 6.30 pm**

Fire Evacuation Procedures

Council Chamber (De Montfort Suite)

- On hearing the fire alarm, leave the building **at once** quickly and calmly by the nearest escape route (indicated by green signs).
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Date: 23 June 2014

Hinckley & Bosworth
Borough Council

A Borough to be proud of

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, 1 JULY 2014 at 6.30 pm**

Yours faithfully

Miss RK Owen
Democratic Services Officer

AGENDA

1. Apologies
2. Minutes of the previous meetings (Pages 1 - 16)
To confirm the minutes of the meetings held on 8 April and 20 May 2014.
3. Additional urgent business by reason of special circumstances
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. Declarations of interest
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. Mayor's Communications
To receive such communications as the Mayor may decide to lay before the Council.
6. Questions
To deal with questions under Council Procedure Rule number 11.1

7. Leader of the Council's Position Statement
To receive the Leader of the Council's Position Statement.
8. Minutes of the Scrutiny Commission (Pages 17 - 22)
To receive for information only the draft minutes of the Scrutiny Commission meetings held on 15 May and 9 June 2014.
9. Green Space Delivery Plan (Pages 23 - 100)
Report of the Deputy Chief Executive (Community Direction) attached.
10. Hinckley & Bosworth Community Plan (Pages 101 - 106)
Report of the Deputy Chief Executive (Community Direction) attached.
11. Hinckley Squash & Rackets Club (Pages 107 - 114)
Report of the Deputy Chief Executive (Community Direction) attached.
12. People Strategy (Pages 115 - 134)
Report of the Deputy Chief Executive (Corporate Direction) attached.
13. Pay policy statement (Pages 135 - 148)
Report of the Deputy Chief Executive (Corporate Direction) attached.
14. Outturn 2013/14 (Pages 149 - 170)
Report of the Deputy Chief Executive (Corporate Direction) attached.
15. Earmarked reserves (Pages 171 - 178)
Report of the Deputy Chief Executive (Corporate Direction) attached.
16. Property Asset Management Plan (Pages 179 - 198)
Report of the Deputy Chief Executive (Corporate Direction) attached.
17. Disposal of land at Barlestone Playing Fields (Pages 199 - 204)
Report of the Deputy Chief Executive (Corporate Direction) attached.
18. Petition - Campaign for public toilets for Earl Shilton (Pages 205 - 208)
Report of the Deputy Chief Executive (Corporate Direction) attached.
19. Matters from which the public may be excluded
To consider the passing of a resolution under Section 100A(4) of the Local Government Act 1972 excluding the public from the undermentioned item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 5 and 10 of Schedule 12A of the 1972 Act.
20. Land Charges Settlement (Pages 209 - 212)
Report of the Deputy Chief Executive (Corporate Direction) attached.

Agenda Item 2

HINCKLEY AND BOSWORTH BOROUGH COUNCIL

8 APRIL 2014 AT 6.30 PM

PRESENT: MRS L HODGKINS - MAYOR

Mr PR Batty, Mr Bessant, Mr DC Bill MBE, Mr CW Boothby,
Mr SL Bray, Mrs R Camamile, Mr MB Cartwright, Mrs T Chastney,
Mr DS Cope, Mr WJ Crooks, Mr DM Gould, Mr PAS Hall, Mrs WA Hall,
Mr MS Hulbert, Mr C Ladkin, Mr MR Lay, Mr KWP Lynch, Mr R Mayne,
Mr JS Moore, Mr K Morrell, Mr MT Mullaney, Mr K Nichols,
Mr LJP O'Shea, Mrs J Richards, Mrs H Smith, Mrs S Sprason,
Mr BE Sutton, Miss DM Taylor, Mr R Ward and Ms BM Witherford

Officers in attendance: Steve Atkinson, Emma Horton, Simon D Jones, Sanjiv Kohli, Lindsay Orton, Rebecca Owen and Nic Thomas

497 APOLOGIES

Apologies for absence were submitted on behalf of Councillors Allen, Bannister and Inman.

498 MINUTES OF THE PREVIOUS MEETING

It was moved by Councillor Bray, seconded by Councillor Bill and

RESOLVED – the minutes of the meeting held on 20 February 2014 be confirmed and signed by the Mayor.

499 DECLARATIONS OF INTEREST

No interests were declared at this stage.

500 MAYOR'S COMMUNICATIONS

The Mayor reported on recent events that she had attended.

Councillor Cartwright paid tribute to Tony Pegg, a taxi driver who he had used as Mayor, who had died suddenly. It was agreed that a letter of condolence be sent to his wife on behalf of the Council.

501 PETITIONS

Councillor Richards submitted a petition for public toilets in Earl Shilton which had over 300 signatures and had not yet closed. It was confirmed that, when complete, the signatures would be verified under the Petitions Scheme and the appropriate action would be taken which, if all signatures were accepted, would result in a Council debate.

502 QUESTIONS

The following questions were asked and answers provided in accordance with Council procedure rule 11.1.

(a) Question from Councillor Morrell

“Could the executive member for leisure and recreation please explain why when it was stated in the public consultation in respect of the new leisure centre and in the report to elected members that there would be what was described as a competition swimming pool yet now after the consultation has closed the Council is describing this as a community pool?”

Can the executive member also please explain why when the Council still has the golden opportunity to ensure at the detailed design stage that Hinckley will have a first class leisure centre for the next 40 plus years that will include a competition swimming pool at least on a par with leisure centres in neighbouring districts that the Council is refusing to grab that opportunity with both hands when it is forecasting such a healthy income from the facility.”

Response from Councillor Cope

“Councillor Morrell. I’m sure Members will fully agree that the delivery of a magnificent new leisure centre, with all the facilities it will contain on Argents Mead, bringing in an income of approximately £0.5m per year for the next 20 years, is a great achievement. The leisure centre is indeed a community facility with a community pool. It will also host competitions; many more than the current leisure centre can host.

The Council has listened to the views of stakeholders and amendments are being made to improve the internal design and capacity. These will form part of the planning application submission for the scheme.

This state of the art facility will be the envy of our neighbouring Districts and enhances the offer currently provided by some neighbouring facilities.

Note Councillor Cope is Executive Lead for Culture & Leisure and not Leisure & Recreation.”

By way of a supplementary question, Councillor Morrell asked for clarification of whether this meant the swimming club would be holding its competitions at the new leisure centre. In response, Councillor Cope confirmed that the majority would be held there.

(b) Question from Councillor Ladkin

“Could the executive member for leisure and recreation please confirm whether there is any substance to concerns that are being expressed by members of the public that the Council is proposing to reduce the floor area of the new leisure centre by some 5 metres along the elevation facing the hospital from the original plans published for consultation, in order to provide additional grassed areas on the site.

In view of the recent media publicity suggesting disquiet on a number of issues relating to the proposals for the new leisure centre and the apparent response from the Council and our partners suggesting that commercial outcomes were the overriding priority, can the executive member for leisure and recreation provide guarantees not only that there will be no reduction in the floor area of the new leisure centre or specification from the details provided as part of the public consultation and that the Council will try to accommodate important improvements for user groups where at all possible.”

Response from Councillor Cope

“There are no intentions to reduce the floor area of the proposed new leisure centre. On the contrary, the floor area will be increased by 2%* utilising the contours of the site to maximum effect, whilst the overall footprint will be reduced by 6.5% - thus providing more green space in Argents Mead and protecting boundary trees.

We have listened to user groups and internal changes to the design have been undertaken to address their concerns and suggestions, where appropriate.”

** The gross internal area has increased from 6,420sqm to 6,467 and the net usable area has increased from 5,658sqm to 5,770sqm (2% increase).*

As a supplementary question, Councillor Ladkin asked what the additional space would be used for. In response it was stated that the main use would be additional changing space.

(c) Question from Councillor Batty

“A. In view of the recent publicity relating to public meetings and objections to a number of the proposed Highways improvements for Hinckley particularly the emphasis on cycle lanes at the cost of of disability compliant bus stops along Coventry Road and the removal of many established trees to make way for cycle lanes, could the deputy leader of the Council please confirm the level of his involvement jointly with a leading local cyclist campaigner in working closely with County Council officers in driving the process along during the formative stages of the plan

B. Can the executive member for the Town Centre please confirm his understanding of what is actually proposed in respect of the improvements for traffic along Regent Street and does he agree that the lion's share of the available funding for Highways improvements in the Hinckley area to help boost the local economy should be spent on cycle lanes when there are so many traffic congestion issues around the town that need to be urgently addressed.”

Answer to part A from Councillor Bill

“The comments you make relate to Leicestershire County Council's LTP3 programme for Hinckley. The County Council is conducting consultation directly with residents and stakeholders affected by the plans. The ambition is to substantially improve accessibility and safety for pedestrians and cyclists into and out of the town.

As part of this ambitious programme, the County Council is currently embarked on a £1.5m scheme of transport improvements across the western side of Hinckley. This follows similar schemes of improvements in Loughborough and Coalville and some of us have been pressing for this area to be included for some considerable time. The scheme, which encompasses a number of features including creating shared foot and cycle paths, introducing further traffic calming features, new parking controls, new weight restrictions etc. will eventually be rolled out across the whole for the urban area.

The western side of Hinckley has been designated Zone 1 by the County Council and 1800 letters were delivered to the households directly affected. There will be many more people indirectly affected and that is why, together with colleagues including Councillor David Cope and Councillor Michael Mullaney, I have been carrying out my own consultation and encouraging people to get engaged. It is essential in my view that as comprehensive a picture can be supplied to the

County Council before that body decides what action to take. We have already passed on many messages of concern about the loss of bus lay-bys and mature trees, concerns that we share.

The motivation behind this scheme is to improve access, reduce congestion and help provide a boost to the local economy. Hinckley & Bosworth Borough Council has played a very positive role in this through its encouragement of new employment opportunities and the training of local people to take advantage of these opportunities, but it is essential that people can access what is on offer. This exercised has focussed residents' minds on other challenging issues such as excessive speeding, congestion outside schools and the impact of the daily flow of traffic in and out of the town, a flow which grinds to a halt on far too many occasions.

In this last regard, the news released this week of A5 improvements funded by the Regional Growth Fund and by Pinch-Point funding is very welcome news indeed. I would remind Members that the Pinch Point scheme is for the major improvements to the Longshoot and Dodwells junction. Councillor Bray, with the support of Officers, has worked tirelessly towards bringing this about, supporting the growth of MIRA, for example, and pressing the need for road improvements to complement what has been achieved so far. Councillor Bray continues to support the need for improved infrastructure through the Leicestershire LEP and I have ensured that the requirements for improvements to the A5 are to the fore in the programme of the Coventry and Warwickshire City Deal. We have all had to fight for what has been achieved.

It is to be hoped that the plans for the Highways Agency, the County Council and the various funding bodies will be coordinated as a successful outcome is vital to all of us. The Borough Council makes representation at every level but is not responsible for these schemes.

It is worth stressing once again that this is a County Council scheme and, of course, the County Council is Conservative controlled. The questioner probably has more influence with that body than any of us and I hope that he will use that influence well.

As a footnote, the cycling campaigner referred to is obviously Eric Neal who I have known for over 40 years and who is one of my oldest friends. We have had no discussions up till now on these plans but I will welcome his views just as I will welcome the views of everyone else affected."

Response to part B from Councillor Bray

"A scheme is being prepared by LCC for Regent Street to address concerns of local businesses. There will be full consultation on the plans later this year.

The decisions regarding investment and priorities for highway improvements in Hinckley are for the County Council. As part of its programme, the County are seeking to tackle congestion in the town centre. If there are representations to be made, they should be made to Leicestershire County Council for their consideration."

By way of a supplementary question to part A, Councillor Batty thanked Councillor Bill for his comprehensive response and asked if he and Councillor Mullaney had expressed concern at the signing off of the plans on 11 February. In response Councillor Bill said he hadn't seen the detailed plans at that point.

In response to part B, Councillor Batty asked for a more accurate date of when consultation may take place and the budget for the project. Councillor Bray responded that the relevant Director at the County Council had said it would take place in the latter half of the year and that the cost would be around £48,000.

(d) Question from Councillor Richards

"I am glad that the Council now appears to be making every effort to try and deal with the parking nightmare created by staff and visitors to the Hinckley Hub that has been imposed on residents in the area since the Council offices were moved to their present location. Is the executive member now prepared to concede that his administration badly underestimated the need for parking spaces at the Hinckley Hub and the impact this would have on residents and businesses in the area. Obviously, this has and continues to generate costs not budgeted for by the Council, can the executive member please confirm how much it has cost the Council so far for staff concessionary parking (and any potential lost car park revenue), shuttle buses etc. and what does the Council anticipate the final cost to be to fully address this problem to the satisfaction of local residents and businesses.

As a comparison, could the executive member please confirm the cost for concessionary staff parking at Argent's Mead compared to the costs at the Hinckley Hub."

Response from Councillor Lynch

"No, of course the Administration did not underestimate the need for parking spaces at the Hinckley Hub. Planning consent for the building obtained by the developer required the provision of parking which has been met in full .The parking requirement for the Hub was determined by a parking study undertaken at the time and the transport assessment completed in November 2010 concluded that

"the development proposals will have no significant impact on the operation of the local highway network and that there are no reasons why this development should not be approved on highways or transportation grounds".

The Administration does however recognise that there is a problem with staff, (mainly employed by Leicestershire County Council), parking on the neighbouring streets. We are addressing this by making more parking available but the issue of on street parking will not be fully resolved until the County Council introduce new Traffic Regulation Orders. Officers are pursuing this with the Transport department at Leicestershire County Council.

I do not understand where Cllr Richards gets the strange idea that parking for staff continues to generate costs not budgeted for by the Council. Staff concessionary parking provided previously at Argents Mead is now being provided at Willowbank Road. In both cases, the parking was/is provided for essential users only. Neither of these car parks operate a pay and display charging system and therefore there is no income foregone. However, I would point out to Cllr Richards that in 2012, 160 employees had permits to park at Argents Mead; currently 72 employees have permits to park in Willowbank car park. This means that there is less of an opportunity cost to the council now than prior to moving to the Hub

With regard to use of Brunel Road, this car park has never been fully utilised (many of our car parks are on 70% to 75% occupied) and therefore its use for staff parking has not resulted in a great loss of income as Cllr Richards may think. In fact, the gross income received on Brunel Road South car park for June 2013 to February 2014 is £11,617. For the same period the previous year, the gross income was £11,643. Income lost by offering staff free concessionary parking is therefore a reduction of only £26 for the year. In addition, I would point out that rather than lose money, the Council has in fact benefited from an additional £34,400 of income by issuing of car parking permits.

With regard to the cost of shuttle bus for 2013, this was £5,640. This cost was more than off set by the additional income from car parking permits. The bus was used by Leicestershire County Council, Job Centre Plus and Hinckley and Bosworth staff, particularly at lunchtimes and the month before Christmas, for accessing the town centre for shopping. This short term provision was important in managing the transition of the move from Argents Mead to the Hub.

I will remind Councillor Richards that her group supported the move to the Hub. Her leader at the time said it was a “no brainer” and it had the full support of the Conservative controlled County Council, which of course she is a member of the ruling group.”

As a supplementary question, Councillor Richards asked how officers knew that it was mostly County Council staff who were parking on-street, and also how putting Traffic Regulation Orders in place would help to address the problem. In response it was explained that officers could identify those cars with HBBC parking permits and those with County Council permits, and that putting TROs in place would prevent on-street parking during office hours.

(e) Question from Councillor Allen:

“A letter from the Council's Cultural Services Manager published in the Hinckley Times re-assured residents that there will be ample car parking spaces for the new leisure centre. Can the executive member please provide some guarantee that this is in fact correct bearing in mind the loss of the considerable number of parking spaces that were previously available on the former Council office site, the closure of a number of Council car parks in the Town Centre to facilitate the bus station redevelopment, Council staff, councillors and other visitors to the Hinckley Hub being re-directed to the new leisure centre (Mount Road) car park once Brunel Road car park is closed and the huge increase to visitor levels to the new leisure centre that will have to happen to generate the income promised by the operators. To achieve the required hugely increased number of visitors required by the business plan, it is inconceivable that the new leisure centre will not be busy during the daytime as claimed.

On the same subject, can the executive member please confirm how many coach parking spaces will be provided on the new leisure centre car park, as none appear to be allowed for and will there be ample turning space.”

In the absence of Councillor Allen, this question was not put.

(f) Question from Councillor. O'Shea:

“Can the executive member for planning please comment on the advice of his own administration's planning officers that very little if any weight can be placed on the Council's Gypsy and Traveller Accommodation Needs Study to justify the refusal of an application, particularly if that application is in respect of *in migration*

to the Borough" which is not addressed in this study, even if is only from 100 metres in a neighbouring Borough or District. Bearing in mind his own comments that the Council now has a 5 year supply of pitches as a result of this study and that the Council does not need to accept any more gypsy/traveller site applications at this time, can he reassure members whether or not his claim was correct and whether this study can be safely used as a reason for refusal that would on the balance of probability withstand an appeal."

Response from Councillor Bray:

"Firstly, Planning Officers (indeed ALL officers) are employed by the full Council – not, as you suggest, by 'the Administration'. Secondly, as you may now be aware, this matter was considered by the High Court yesterday as part of the Dalebrook Farm Judicial Review. The Council was successful in defending its decision to grant planning permission on that site. Only when a full written judgement has been received will it be possible to set out the position regarding the weight to be given to the gypsy and Traveller Accommodation Needs Study as part of the planning decision-making process."

In response, Councillor O'Shea questioned the content of some reports.

(g) Question from Councillor. O'Shea:

Site Allocations and Development Plan Document pre-submission (Regulation 19) Consultation

Can the lead member please tell me why this consultation has been made so difficult for residents to understand?

Would the member agree that when resident's boundaries are moved without any consultation or visits from officers, that these changes should be clearly marked and highlighted on the relevant part of the document so that residents can identify these changes and comment? Why are the reasons for the changes not fully explained to help residents understand this complex document?

Response from Councillor Bray

The consultation document clearly sets out the proposals for Site Allocations within the Borough, supported by maps and plans showing areas affected. I can also confirm that the Site Allocations and Development Management Policies DPD – Pre-submission consultation has been undertaken in accordance with the Town and Country (Local Planning) (England) Regulations 2012.

As part of this consultation 13,500 letters have been sent out which is an unprecedented amount within Leicestershire for a consultation of this type. In addition to these letters,

- adverts were also placed in the Hinckley Times and the Leicester Mercury
- Copies of the documents were placed in every library across the borough and in the council offices here at the Hub
- And all the documentation has been available to view on line throughout the consultation period and;
- Officers have also been available to direct members of the public to relevant documents on the website and to answer any questions raised.

In fact the council has gone further than the regulations require by placing the details of the consultation within the borough bulletin which goes to every single household within the borough.

In terms of your comments regarding the settlement boundary amendments, the Council is required to review settlement boundaries, this requirement was set out within the adopted Core Strategy (2009). If you have specific properties/areas where this has been an issue, please let me know and I will ensure that officers deal with them quickly.

503 LEADER OF THE COUNCIL'S POSITION STATEMENT

In presenting his position statement, the Leader of the Council referred to recent awards won and the agreements for the bus station development being signed. In response to a question from the leader of the opposition, Councillor Bray stated that the names of the businesses who had agreed to let units in the development were commercially sensitive.

504 MINUTES OF THE SCRUTINY COMMISSION

The minutes of the Scrutiny Commission were received for information.

505 DEMENTIA FRIENDS PRESENTATION

Members received a short version of a presentation on the 'Dementia Friends' project which had been referred by the Scrutiny Commission. It was

RESOLVED –

- (i) the project be endorsed by the Council;
- (ii) a full presentation be provided on a date to be arranged, with all members, parish councils and community groups to be invited.

506 GREEN SPACE DELIVERY PLAN

This item had been deferred for further consultation with the Hinckley Area Committee following recommendations of the Scrutiny Commission.

507 STATEMENT OF COMMUNITY INVOLVEMENT

Members received a report which sought approval to consult on the updated Statement of Community Involvement which set out how the Borough Council would engage and consult during plan-making and for planning applications. During discussion on the report, concern was expressed that some parish councils had not been aware of a recent consultation and had been too late to submit their concerns, and they supported the updated Statement of Community Involvement which would provide a framework for consultation. On the motion of Councillor Bray, seconded by Councillor Cope, it was

RESOLVED – the updated Statement of Community Involvement be approved for public consultation.

508 REQUEST FOR VIREMENT - PENSION CONTRIBUTIONS

A report was presented to Council which sought approved for a virement from existing pension budgets to a 'corporate pension contribution' budget in order to reflect the change in payment arrangements to the Pension Fund for 2014/15. Discussion ensued regarding the position following the reduction in the pension contribution rate and ill

health contribution rate which would not result in savings due to the payment of a fixed sum.

Reference was also made to the Government's decision to remove councillors from the Local Government Pension Scheme and the concern that some MPs felt that councillors should not receive an allowance.

It was moved by Councillor Lynch, seconded by Councillor Bray, and

RESOLVED – a virement of £282,000 from existing pension budgets to a 'corporate pension contribution' budget for 2014/15 be approved.

509 MOTION RECEIVED IN ACCORDANCE WITH COUNCIL PROCEDURE RULES 13.1 AND 13.2

Motion received from Councillor Hulbert and seconded by Councillor Mullaney

"That this Council pays tribute to the volunteers who run the Hinckley Foodbank, and other groups providing similar help.

We thank them for their commitment to ensuring people facing an emergency situation- be it the loss of a job or an unexpected delay in benefit payments-have somewhere to turn to for food.

We recognise that Foodbanks have been in existence under successive Governments but call on the Coalition to ensure that it has the right policies in place so the poorest and most vulnerable people in our society are given all possible help.

That there are opportunities for all of our people-whatever their backgrounds or circumstances-and that as many people as possible get to benefit from the economic recovery as it builds up.

That this Council will write to the people running the Hinckley Foodbank thanking them for their efforts and offering any support we can provide.

That we will write to the relevant Government Minister reiterating the importance of ensuring Government has the right policies in place to bring more people out of poverty and to ensure the fruits of any economic recovery are enjoyed by all of our people."

Members welcomed the motion and some stated that they had seen the work of the foodbanks in their ward. It was also recognised that without the volunteers the foodbanks would not exist, and also that the generosity of the community was clear in the number of donations received.

RESOLVED – the motion be supported unanimously.

(The Meeting closed at 7.43 pm)

MAYOR

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HINCKLEY AND BOSWORTH BOROUGH COUNCIL

20 MAY 2014 AT 6.30 PM

PRESENT: MRS L HODGKINS - MAYOR
MR JG BANNISTER – DEPUTY MAYOR

Mr RG Allen, Mr PR Batty, Mr Bessant, Mr DC Bill MBE,
Mr CW Boothby, Mr SL Bray, Mrs R Camamile, Mr MB Cartwright,
Mrs T Chastney, Mr DS Cope, Mr WJ Crooks, Mr DM Gould,
Mr PAS Hall, Mrs WA Hall, Mr MS Hulbert, Mr DW Inman, Mr C Ladkin,
Mr MR Lay, Mr KWP Lynch, Mr R Mayne, Mr JS Moore, Mr K Morrell,
Mr MT Mullaney, Mr K Nichols, Mrs J Richards, Mrs S Sprason,
Mr BE Sutton, Miss DM Taylor, Mr R Ward and Ms BM Witherford

Officers in attendance: Steve Atkinson, Emma Horton, Julie Kenny, Sanjiv Kohli, Rebecca Owen, Rob Parkinson, Katherine Plummer, Helen Rishworth, Sharon Stacey and Julie Young

1 PRAYER

Prayer was offered by Reverend John Whittaker.

2 ELECTION OF MAYOR FOR THE ENSUING YEAR

On the motion of Councillor Nichols, seconded by Councillor Bill it was

RESOLVED – Councillor Bannister be elected Mayor for the ensuing municipal year.

Cllr Bannister made the requisite declaration of acceptance of office and the retiring Mayor invested him with the Chain of Office.

The Mayor, Cllr Bannister, took the chair at this juncture.

The retiring Consort invested the new Mayoress with the Consort's chain.

In addressing the meeting, Cllr Bannister announced that Reverend John Whittaker had agreed to be his Chaplain and he introduced his Air and Sea Cadets and presented them with the insignia. He indicated that he would be raising funds for two charities during his Mayoral year – St Mary's Clock Repair Fund and Leicestershire Sailing Association. He also reported that he would be continuing his support for Emmaus.

It was then moved by Cllr Nichols, seconded by Cllr Bray and

RESOLVED – a vote of thanks be accorded to Cllr Hodgkins for service during her term of office as Mayor.

Councillor Hodgkins then addressed the meeting, thanking her Chaplain, Cadets, Consorts and officers, and also presenting medals to her Cadets.

3 APPOINTMENT OF DEPUTY MAYOR FOR THE ENSUING YEAR

On the motion of Councillor Hodgkins, seconded by Councillor Bray, it was

RESOLVED – Councillor Nichols be appointed Deputy Mayor for the ensuing year.

Councillor Nichols then made the requisite declaration of acceptance of office and the Mayor invested him with the Deputy Mayor's Chain of Office and the Deputy Mayoress with the Deputy Consort's chain.

4 PRESENTATION OF LEADER'S MEDAL

Councillor Bray presented Mr Hodgkins, past Consort, with the Leader's medal.

5 APOLOGIES

Apologies for absence were submitted on behalf of Councillors O'Shea and Smith.

6 DECLARATIONS OF INTEREST

Councillor Hulbert declared a non-pecuniary interest in item 11 as an employee of the George Ward Centre.

7 MEMBERS OF THE EXECUTIVE

The Leader announced his Executive as follows:

- Cllr Bray - (Leader of the Council & Chairman of the Executive)
Executive Member for Communications, Strategic Leadership, Regeneration, Planning, Major Capital Projects, Town Centre Issues & Car Parks
- Cllr Bill - (Deputy Leader & Vice-Chairman of the Executive)
Executive Member for Community Safety & Partnerships
- Cllr Cope - Executive Member for Culture & Leisure (arts, tourism, sport, children & young people, town twinning)
- Cllr Crooks - Executive Member for Neighbourhood Services (streetscene, parks, wardens, rural affairs)
- Cllr Gould - Executive Member for Environment, Health & Climate Change (environmental health, licensing, climate change, fair trade)
- Cllr Lynch - Executive Member for Finance, ICT & Asset Management
- Cllr Mullaney - Executive Member for Housing (housing, housing repairs & council house building)
- Cllr Witherford - Executive Member for Corporate Services, Equalities & Member Services.

8 APPOINTMENT OF CHAIRMEN, VICE-CHAIRMEN AND MEMBERSHIP OF STATUTORY BODIES

On the motion of Councillor Bray, seconded by Councillor Bill, it was

RESOLVED – appointments to committees be made as follows:

- (1) Planning Committee
Cllr R Mayne (Chairman); Cllr JS Moore (Vice-Chairman); Cllr RG Allen; Cllr JG Bannister; Cllr CW Boothby; Cllr DS Cope; Cllr WA Hall; Cllr L Hodgkins; Cllr MS Hulbert; Cllr KWP Lynch; Cllr K Morrell; Cllr LJP O'Shea; Cllr H Smith; Cllr BE Sutton; Cllr DM Taylor; Cllr R Ward and Cllr BM Witherford.
- (2) Scrutiny Commission
Cllr MR Lay (Chairman); Cllr C Ladkin (Vice-Chairman); Cllr DM Taylor (Vice-Chairman); Cllr PR Batty; Cllr PS Bessant; Cllr PAS Hall; Cllr L Hodgkins; Cllr MS Hulbert; Cllr DW Inman; Cllr JS Moore; Cllr K Morrell and Cllr K Nichols.
- (3) Hinckley Area Committee
Cllr SL Bray (Chairman); Cllr L Hodgkins (Vice-Chairman); Cllr JG Bannister; Cllr DC Bill; Cllr DS Cope; Cllr KWP Lynch; Cllr MT Mullaney; Cllr K Nichols; Cllr DM Taylor and Cllr BM Witherford.
- (4) Licensing Committee
Cllr K Nichols (Chairman); Cllr MS Hulbert (Vice-Chairman); Cllr PR Batty; Cllr MB Cartwright; Cllr DS Cope; Cllr JS Moore; Cllr LJP O'Shea; Cllr J Richards; Cllr H Smith; Cllr S Sprason and Cllr BM Witherford.
- (5) Licensing (Regulatory) Committee
Cllr K Nichols (Chairman); Cllr MS Hulbert (Vice-Chairman); Cllr PR Batty; Cllr MB Cartwright; Cllr DS Cope; Cllr JS Moore; Cllr LJP O'Shea; Cllr J Richards; Cllr H Smith; Cllr S Sprason and Cllr BM Witherford.
- (6) Ethical Governance & Personnel Committee
Cllr DW Inman (Chairman); Cllr WA Hall (Vice-Chairman); Cllr KWP Lynch; Cllr JS Moore; Cllr BM Witherford; 4 vacancies.
- (7) Finance, Audit & Performance Committee
Cllr DM Taylor (Chairman); Cllr JS Moore (Vice-Chairman); Cllr PR Batty; Cllr R Camamile; Cllr PAS Hall; Cllr R Mayne and Cllr K Morrell.
- (8) Emergency Committee
Cllr SL Bray (Chairman); Cllr PR Batty; Cllr DS Cope; Cllr MR Lay; Cllr K Morrell; Cllr MT Mullaney and Cllr BM Witherford.
- (9) Appeals Panel
Cllr MB Cartwright (Chairman); Cllr WA Hall (Vice-Chairman); Cllr JG Bannister; Cllr R Camamile; Cllr PAS Hall; Cllr L Hodgkins; Cllr JS Moore; Cllr LJP O'Shea; Cllr J Richards; Cllr BE Sutton; Cllr R Ward and Cllr BM Witherford.

9 APPOINTMENT OF EMPLOYERS' REPRESENTATIVES TO THE LOCAL JOINT AND SAFETY PANEL

On the motion of Councillor Bray, seconded by Councillor Bill, it was

RESOLVED – the employer's representatives on the Local Joint and Safety Panel be confirmed as follows:

Cllr DC Bill; Cllr L Hodgkins; Cllr MR Lay; Cllr R Ward and Cllr BM Witherford.

10 APPOINTMENT OF REPRESENTATIVES TO OUTSIDE BODIES

It was proposed by Councillor Bray, seconded by Councillor Bill, and

RESOLVED – the following appointments be made to outside bodies:

Bradgate Landfill Liaison Committee (2)
Cllr PR Batty; Cllr MB Cartwright

Caterpillar Logistics Limited - Liaison Committee
Cllr MB Cartwright

Charnwood Forest Steering Group
Cllr MB Cartwright

Cliffe Hill Quarry Liaison Committee (2)
Cllr MR Lay, Cllr S Sprason

Community Action Hinckley & Bosworth (2)
Cllr DS Cope, Cllr BM Witherford

Community Safety Partnership (1)
Cllr DC Bill

Desford Brickworks Liaison Committee
Cllr BE Sutton

East Midlands Councils
Cllr DC Bill (Cllr SL Bray substitute)

Groby Quarry Liaison Committee
Cllr MB Cartwright

Hinckley and Bosworth Local Strategic Partnership
Cllr DC Bill

Hinckley Citizens' Advice Bureau Trustee Board (2)
Cllr L Hodgkins, Cllr MS Hulbert

Hinckley-Herford Town Twinning Association
Cllr WA Hall

Hinckley Highways Forum (9)
Cllr RG Allen, Cllr WJ Crooks, Cllr DM Gould, Cllr PAS Hall, Cllr DW Inman,
Cllr MR Lay, Cllr K Morrell, Cllr BE Sutton and Cllr BM Witherford.
Substitutes (9):

Cllr CW Boothby (for Cllr Allen), Cllr MB Cartwright (for Cllr Crooks), Cllr MS Hulbert (for Cllr Gould), Cllr K Nichols (for Cllr PAS Hall), Cllr R Mayne (for Cllr Inman), Cllr PR Batty (for Cllr Morrell), Cllr R Ward (for Cllr Sutton), Cllr DS Cope (for Cllr Witherford).

Hinckley Shopmobility
Cllr DW Inman

Hinckley Theatre Management Committee
Cllr JG Bannister

Leicestershire Rural Partnership Membership Group
Cllr WJ Crooks

Leicestershire and Rutland Heritage Forum
Cllr PAS Hall

Leicestershire and Rutland Playing Fields Association
Cllr WJ Crooks

Local Government Association General Assembly
Cllr SL Bray (Cllr DC Bill substitute)

MIRA Community Liaison Group
Cllr BE Sutton

Next Generation (3)
Cllr DC Bill, Cllr KWP Lynch, Cllr H Smith

Orbit Partnership Panel (2)
Cllr WJ Crooks, Cllr K Morrell

Police & Crime Panel (1)
Cllr DC Bill

Stepping Stones Countryside Management Project Members' Steering Group (2)
Cllr MB Cartwright, Cllr WJ Crooks

Voluntary and Community Sector Commissioning Board (2)
Cllr KWP Lynch and Cllr BM Witherford

West Leicestershire Mind
Cllr DW Inman

11 APPOINTMENTS TO CHARITABLE BODIES

It was moved by Councillor Bray, seconded by Councillor Bill and

RESOLVED – the following appointments be made to charitable bodies:

- (i) Alderman Newton, Barwell
Mrs E Hemsley (for a three year term).
- (ii) Dixie Educational Foundation
Mrs J Glennon, Cllr WJ Crooks, Cllr BE Sutton and Cllr R Ward
(for a three year term).

12 MEMBERSHIP OF THE GEORGE WARD CENTRE LTD (REGISTERED CHARITY)

It was moved by Councillor Bray, seconded by Councillor Bill, and

RESOLVED –

- (i) HBBC agrees to become a Statutory Authority Member of the George Ward Centre Ltd (registered charity);
- (ii) Councillor BM Witherford be appointed as the Council's representative to attend meetings of the charity.

13 MEDIUM TERM FINANCIAL STRATEGY

Members gave consideration to the Medium Term Financial Strategy 2013/14 – 2016/17, which had been debated at length by the Scrutiny Commission the previous week. Whilst there was general support for the strategies and current/proposed actions of the Borough Council, disappointment was expressed at the effect that cuts in funding, particularly those made by the County Council eg libraries, were having on local communities, which would be further exacerbated should any funding streams to parish councils be removed. It was moved by Councillor Lynch, seconded by Councillor Bray and unanimously

RESOLVED –

- (i) the Medium Term Financial Strategy be approved;
- (ii) the targets set out in the report to ensure achievement of the “best case” financial scenario be noted.

14 HINCKLEY SQUASH CLUB

It was reported that this report had been withdrawn from the agenda to allow opportunity for debate by the Scrutiny Commission before coming before Council.

15 PLANNING INCOME FORECAST

Members were informed of an increase to the anticipated planning applications income budget for 2014-15. It was moved by Councillor Lynch, seconded by Councillor Bray and

RESOLVED –

- (i) the revised planning application income projection for 2014-15 be noted;
- (ii) the request for a £100,000 supplementary income budget be approved;
- (iii) the element of the additional forecast income of £100,000 be used to set up a planning capacity reserve to fund the costs of resource required in this area.

(The Meeting closed at 7.25 pm)

MAYOR

Agenda Item 8

HINCKLEY AND BOSWORTH BOROUGH COUNCIL

SCRUTINY COMMISSION

15 MAY 2014 AT 6.30 PM

PRESENT: Mr MR Lay - Chairman
Mr C Ladkin – Vice-Chairman

Mr PR Batty, Mr PAS Hall, Mr MS Hulbert, Mr DW Inman, Mr R Mayne (for Mrs WA Hall), Mr JS Moore, Mr K Morrell and Mr K Nichols

Also in attendance: Councillor DC Bill MBE, Councillor Mrs J Richards, Councillor Mrs H Smith and Councillor Ms BM Witherford

Officers in attendance: Steve Atkinson, Bill Cullen, Rebecca Grant, Sanjiv Kohli, Rebecca Owen and Katherine Plummer

536 APOLOGIES AND SUBSTITUTIONS

Apologies for absence were submitted on behalf of Councillor Mrs Hall and Councillor Taylor, with the substitution of Councillor Mayne for Councillor Mrs Hall authorised in accordance with Council Procedure Rule 4.

537 MINUTES

On the motion of Councillor Nichols, seconded by Councillor Morrell, it was

RESOLVED – the minutes of the meeting held on 3 April 2014 be confirmed and signed by the Chairman.

538 DECLARATIONS OF INTEREST

No interests were declared at this stage.

539 PRESENTATION BY THE CONSORTIUM FOR THE EARL SHILTON SUSTAINABLE URBAN EXTENSION (SUE)

Representatives of AMEC, Barwood and Jelson were present at the meeting to provide an update on plans for the Earl Shilton SUE. During their presentation, reference was made to:

- The need for a 'legible' well signposted and branded town centre in Earl Shilton;
- The specification for affordable home provision with no flats;
- The need for a range of residential properties to meet local need;
- The preference of the healthcare providers to extend the existing surgery rather than create additional provision;
- The creation of many jobs during the construction phase;
- The intention to provide informal open space to a level exceeding the Council's requirement and, with regard to formal open space, to negotiate with the Town Council to fund the existing provision;
- The submitting of a design and access statement with the scheme and conditions attached to the application in order to ensure quality;
- The siting of the employment area exiting onto Clickers Way;
- The main access points being Mill Lane and Astley Road.

With regard to the section 106 agreement, the consortium agreed to finalise a list of contributions prior to bringing the application before the Planning Committee and this would also include details on the phasing and delivery of various components of the development.

Concern was expressed that as Persimmon would be commencing their part of the development first and would have immediate access via Mill Lane they may be selective about the work required and the legal agreements may not apply to them. In response it was confirmed that the Section 106 agreement would be binding on the land and all developers and that early completion would trigger the relevant section 106 agreements and occupancy restrictions. It was also stated that other parts of the development would be delivered early too.

With regard to affordable housing, the Consortium was still discussing whether all of it would be provided on site, or if they would provide a proportion in the form of commuted sums.

It was acknowledged that during the presentation reference had been made to the creation of construction jobs, but a member expressed concern that existing contractors would be used for this and they would bring existing employees in rather than employing locally, thereby creating local jobs. In response the representative from Jelson's explained that they had a huge employment base and provided most services in-house from the Leicester office rather than via contractors. Therefore, the majority of employees were based in Leicestershire and many were from Hinckley & Bosworth. He also reported that they had an annual intake of apprentices.

A member asked how much of the contribution towards regeneration would be spent locally and whether any funding in addition to the Section 106 monies would be coming directly from the developers.

In response to a question about engaging with the Town Council, one of the representatives reported that there was regular contact with the Clerk to the Council and meetings with the Town Council and other local stakeholders.

Concern was expressed regarding volumes of traffic and in response it was reported that there would be natural traffic calming measures around the school due to a mini roundabout and parking bays. It was also stated that the County Council was reviewing traffic calming.

In respect of education provision, it was noted that the school would be delivered in a phased manner and that the Education Authority was happy that there was capacity in existing schools until the new school was open.

In respect of design the consortium confirmed that the scheme would be high quality and create a sense of place for Earl Shilton. Members asked the representatives about other similar projects with which they had been involved. Following a brief discussion, the Consortium agreed to bring forward examples of SUE projects that they had developed.

540 MEDIUM TERM FINANCIAL STRATEGY 2013/2014 - 2016/2017

Sanjiv Kohli and Katherine Plummer gave a summary version of the presentation on "Piecing together the Regeneration Jigsaw" that had been presented to the MJ awards Panel as the Council's short listed entry for the Innovation in Finance category. This set out the achievements of the Council since 2006 in putting together a strong performance management and financial structure that had enabled the Council to deliver, by 2015/16, over £200m of regeneration with restricted internal funds at a return on investment of around 10%. This had been achieved by Officers and elected Members changing their

risk attitudes. This formed the background to the Medium Term Financial Strategy. In presenting the report on the Medium Term Financial Strategy, reference was made to the financial constraints due to council tax freezes, projects completed, in progress and planned, and the state of the economy nationally.

Councillor Inman left the meeting at 9pm.

Concern was expressed regarding the impact of the government cuts on parish councils, for example New Homes Bonus and council tax support grants. Parish councils were also being asked to provide funding to keep their libraries open.

Councillor Mayne left the meeting at 9.20pm.

Having reached 9.30pm, it was moved by Councillor Nichols, seconded by Councillor Morrell and

RESOLVED – the meeting be permitted to continue to complete the business listed on the agenda.

Members discussed the discretionary services provided by the authority and were informed that cutting these services would not create a large saving due to the level of central costs and these were also the services that the public generally felt were most important.

(The Meeting closed at 9.40 pm)

CHAIRMAN

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HINCKLEY AND BOSWORTH BOROUGH COUNCIL

SCRUTINY COMMISSION

9 JUNE 2014 AT 6.30 PM

PRESENT: Mr MR Lay - Chairman
Mr C Ladkin – Vice-Chairman

Mr PR Batty, Mr PAS Hall, Mrs L Hodgkins, Mr DW Inman, Mr JS Moore, Mr K Morrell,
Mr K Nichols and Mrs H Smith (for Mr Bessant)

Also in attendance:

Officers in attendance: Steve Atkinson, Bill Cullen, Simon D Jones, Sanjiv Kohli,
Rebecca Owen and Katherine Plummer

36 APOLOGIES AND SUBSTITUTIONS

Apologies for absence were submitted on behalf Councillors Bessant and Hulbert, with the substitution of Councillor Smith for Councillor Bessant authorised in accordance with Council Procedure Rule 4.

37 DECLARATIONS OF INTEREST

No interests were declared at this stage.

38 HINCKLEY SQUASH & RACKETS CLUB

The Scrutiny Commission gave consideration to a report regarding the position of Hinckley Squash Club, which had been required to relocate as part of the Crescent regeneration scheme. It was reported that a site at Tungsten Park had been secured last year but that due to the commercial interest and popularity of the site the costs had escalated. It was reported that independent legal advice had been sought on the proposals.

Bob Jennings, Trustee of the Squash Club, explained the history of the club which had been in Hinckley for over 70 years and how it had secured major competition success. He described how the club operated currently and how the new building would be run. He answered members' questions regarding membership, pricing structure, accessibility, court hire and partnerships with schools. A key point was the Squash Club's commitment to making the new facility available for public and school use and an acceptance that there would be a Management agreement entered into with the Council to this effect. It was also noted that such arrangements would be based on Squash and Racket England's best practice advice.

One or two Members expressed concern regarding the input of the authority in order to allow an external organisation to avoid paying VAT. However, more generally, it was felt that it was in the local public interest to assist a local organisation in this way and ensured efficient use of funds available and that the local public would expect that of the Council. Squash England had confirmed that they would have more confidence in the new centre with the Council's involvement.

In response to a member's question regarding the cost of providing squash courts in the new leisure centre, members were reminded that none of the tenders proposed including

squash courts, as they did not provide value for money in such a facility – they required large amounts of space for comparatively little return.

It was suggested that, as part of the report to Council, the benefit to the public of the arrangement be quantified, so that the value for money could be more openly assessed. Members were assured that costs were not coming from the Council's budget, but from the CPO compensation payable to the club by the Tin Hat Partnership.

Officers reported that an independent valuer had confirmed that the proposal provided value for money, and members asked that that report be made available to them.

It was asked that, if the council invests in the Squash Club, progress reports be brought back to the Finance, Audit & Performance Committee.

RESOLVED –

- (i) the public benefit of the arrangement be included in the report to Council;
- (ii) the valuation report be provided to members of the Commission;
- (iii) Council be RECOMMENDED to agree that, should the arrangement proceed, monitoring reports be taken to the Finance, Audit & Performance Committee.

(The Meeting closed at 7.25 pm)

CHAIRMAN

COUNCIL – 1 JULY 2014

GREEN SPACE DELIVERY PLAN 2014 -2018
REPORT OF DEPUTY CHIEF EXECUTIVE (COMMUNITY
DIRECTION)



Hinckley & Bosworth
Borough Council

A Borough to be proud of

WARDS AFFECTED: PRIMARILY HINCKLEY

1. **PURPOSE OF REPORT**

To seek Council's approval to adopt and implement the Green Space Delivery Plan.

2. **RECOMMENDATION**

- 2.1 That Council adopt the Green Space Delivery Plan.
- 2.2 Members agree capital scheme budgets to the value of £502,445 for schemes that have identified funding over the term of the plan.
- 2.3 Members note the revenue schemes and additional maintenance costs which will require approval as detailed in section 4.5.
- 2.4 Members agree the funding changes identified in section 4.4 and note the impact on Special Expenses reserves.
- 2.5 Members note that where funding has not been identified for schemes (totalling £425,474), these schemes will be delayed until funding has been finalised.
- 2.6 Members note that where future developer contributions have been identified to fund schemes, these schemes will be delayed until contributions have been received.
- 2.7 That Council delegate delivery of the plan to the Head of Street Scene Services and the Executive Member with responsibility for Green Spaces.

3. **BACKGROUND TO THE REPORT**

The Green Space Delivery Plan (Appendix 1) builds from the improvements delivered by the first Green Space Strategy and determines the priorities for improvements to HBBC owned green spaces for the next 4 years. It takes the Council's Strategic aims, improvements identified in the Green Infrastructure Study and the Open Space, Sport and Recreation Study, and various other strategies to continue to implement the vision that:-

“Hinckley and Bosworth Borough Council will work in partnership with the local community and other service providers to create a network of high quality and accessible green space that meets the needs of local people. We will provide clean, safe and well maintained parks and green spaces, which offer varied leisure opportunities for all ages, helping to make a Borough to be proud of, supporting regeneration, biodiversity and healthy living”.

Themes and priorities within the plan are:-

1. Green space quality – continue to improve the quality of green space provision with an emphasis on improving amenity green space and low quality sites, and reducing the quantitative and accessibility gaps identified within the Open Space Sport and Recreation Study.
2. Health and activity – encourage healthy and active lifestyles

3. Green infrastructure – support the green infrastructure interventions proposed in the Hinckley and Bosworth Green Infrastructure Study in order to help ensure that there is a network of adaptable and multifunctional green spaces across the Borough.

4. Biodiversity and environmental impact – change the management and maintenance of sites to increase biodiversity

Four cross cutting delivery principles will underlie the delivery of the themes and priorities:-

1. Community involvement and partnership working – engage and empower local communities to become actively involved in the management of local green spaces supporting the government’s localism act.

2. Life long learning – provide a varied programme of events and activities and volunteer opportunities which raise awareness of green space and environmental issues through promotion, education and lifelong learning.

3. Equalities – ensure that green spaces provide a variety of leisure, recreation and play opportunities which are accessible to everyone in our communities.

4. Funding – Given the current economic climate, seek to identify new mechanisms for funding open space improvements.

Key capital improvements identified are listed in the action plan in section 5 of the delivery plan This is a working document and the timings of these projects may change depending upon the resources available. The Service Improvement Plan will be updated annually to reflect the funding availability, and to deliver the non capital priorities within the plan.

4. FINANCIAL IMPLICATIONS [IB]

4.1 The costs of the proposed schemes are detailed in section 6 of the Delivery Plan. The table below shows the split of the cost by year along with the financing. Funding has been identified for £502,445 to fund the Plan. This leaves an unfunded balance of £425,474.

	Parks Major Works	S106	S106 Future Receipts	External Funding	Special Expenses	Unidentified Funding	Total Cost
	£	£	£	£	£	£	£
14/15	5,000	27,523	83,135	0	128,030	0	243,688
15/16	0	20,832	109,144	0	0	196,024	326,000
16/17	0	2,954	2,596	41,000	0	219,450	266,000
17/18	5,449	24,189	47,593	0	5,000	10,000	92,231
Total	10,449	75,498	242,468	41,000	133,030	425,474	927,919

4.2 Of total scheme cost of £927,919, the majority (£697,688) relates to works carried out in the Special Expenses Area. Details of these schemes are given in section 6 of the Delivery Plan.

4.3 The table below summarises the Delivery Plan budget approved as part of the Capital Programme agreed at Council in February 2014 (Green Spaces/Parks works and Parks Major Works). The approved programme assumes that no additional borrowing will be incurred for schemes that commence after the 1st April 2014.

	Parks Major Works	S106	External Funding	Special Expenses Funding	Total Cost
	£	£	£	£	£
14/15	5,000	69,147	28,595	50,000	152,742
15/16	0	95,752	30,807	50,000	176,559
16/17	0	5,550	41,000	50,000	96,550
Total	5,000	170,449	100,402	150,000	425,851

- 4.4 Based on the current and proposed programme, Council are asked to approve the following amendments to the Capital Programme to allow delivery of the funded schemes. If agreed this would mean that the financing provided by Special Expenses will be brought forward. It would however result in **no additional borrowing**.

	14/15	15/16	16/17	Total
	£	£	£	£
S106	41,511	34,224	0	75,735
External funding	(28,595)	(30,807)	0	(59,402)
SEA	78,030	(50,000)	(50,000)	(21,970)
HBBC Borrowing	0	0	0	0
Net changes (reduction)	90,946	(46,583)	(50,000)	(5,637)

The forecast position for the Special Expenses Area is summarised below. Assuming no additional transfers, this leaves reserves balances of £306,840 as at 31st March 2017.

	14/15	15/16	16/17
	£	£	£
Opening Balance	308,394	244,438	249,962
Transfer to reserves	64,044	5,524	56,878
Capital Spend	-128,000	0	0
Voluntary grants			
Closing Balance	244,438	249,962	306,840

- 4.5 In addition to the capital outlay, the Delivery Plan details £30,124 of revenue costs required to deliver the schemes. These are all in relation to the Special Expenses Area. These costs have been summarised below:-

Year	Revenue Scheme	S106	Maintenance Costs (play areas)	Total Cost
	£	£	£	£
14/15	2,414	3,086	0	5,500
15/16	2,000	0	4,208	6,208
16/17	8,000	0	4,208	12,208
17/18	2,000	0	4,208	6,208
Total	14,414	3,086	12,624	30,124

Supplementary budgets will be required for these costs which, given the value will be approved by the Deputy Chief Executive (Corporate Direction) in accordance with financial procedure rules.

- 4.6 As detailed in section 4.1, funding has not been identified for £425,474 of schemes. This amount relates to a number of significant schemes detailed below:

		Unidentified Schemes		
		15/16	16/17	17/18
		£	£	£
Argents Mead		70,024		
Play Area N Hinckley		60,000		
Play Area Westfields		60,000		
Barlestone Drive		6,000		
Clarendon Park			148,417	
Ashby Road Cemetery			22,331	
Waterside Play area			38,702	
Tree Planting			10,000	
Brodick Road				10,000
Total		196,024	219,450	10,000

- 4.7 The current Capital Programme is based on the assumption that schemes will only commence when funding has been established. That said, if these schemes were to be carried out they would require additional borrowing. Any such borrowing would require Council approve to increase the Council's Authorised Limit by this value. In addition, the financing costs for this debt would need to be met by the General Fund as summarised below:

	Costs	Annual Additional	
		MRP	Interest
	£	£	£
Year 13/14	0	0	0
Year 14/15	0	0	0
Year 15/16	196,024	0	7,547
Year 16/17	219,450	19,062	8,449
Year 17/18	10,000	21,945	385
Year 18/19		1,000	0
Total Cost	425,474	42,889	16,381
SEA Element	355,450	35,545	13,685

5. LEGAL IMPLICATIONS (MR)

None raised directly by this report

6. CORPORATE PLAN IMPLICATIONS

This plan meets the Council's strategic aim of creating a vibrant place to work and live, and specifically seeks to protect and improve our parks and open spaces. Improving parks and open spaces was identified as resident's second highest priority in the Autumn 2013 citizens panel survey.

7. CONSULTATION

Consultation used to develop the Open Space, Sport and Recreation Study (upon which this plan is developed) included a postal household questionnaire distributed to 5000 households (474 returned), workshops for key stake holders, sports clubs and parish councils, an internet survey for children and young people, a drop in session on Hinckley market, and one to one consultations with relevant Council officers.

The delivery plan has been available for public consultation for a 3 weeks in January / February. All the responses received were positive / supportive with one exception, which expressed concern that the vision would have a negative impact on the respondent's farm road down at the Outwoods. In Officers opinion none of the proposals would impact on any access rights at any site and accordingly the delivery plan has not been amended.

The Hinckley Area committee was consulted on 22 January 2014. Members requested measures to reduce dog fouling near the play areas at Burbage Common and Queens Park. These concerns will be addresses within year one of the plan when improvements are identified for both of these sites. In addition dog control orders on HBBC owned green space will be investigated during 2014/15 by Street Scene Services.

Scrutiny and Overview Committee were consulted on 6 March 2014. The Committee endorsed the adoption of the plan and requested further up work to improve council owned housing land and deliver green infrastructure projects. These will be progressed as follows:-

- green spaces will work with the housing service and tenants to develop a programme for improving HBBC housing sites. Once developed this programme will be added to the green space delivery plan action plan.
- an overarching strategy be developed to deliver the wider Green Infrastructure Study interventions identified within the appendices of the delivery plan. Officers will scope out this project and consider it as part of the annual priority / budget setting process in future years.

Scrutiny and Overview committee also requested funding of projects from Hinckley area committee budgets (special expenses) and Borough rate budgets be clearly identified. The financial implications in this report and the funding identified within the action plan have been amended accordingly.

Hinckley Area Committee met on 28 May 2014 and agreed to the revised financial implications for the Hinckley area budgets as outlined in this report.

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 identified from this assessment:

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
Funding shortfall	Maximise utilisation of S106 funds for projects Annual review of projects and priorities Maximise use of external grants Develop partnerships to increase funding opportunities.	Ian Pinfold
Land availability / in partnership	Seek partnerships with land owners to facilitate improvements where necessary.	Ian Pinfold
Improvements not made to green spaces in parished areas of the Borough / land not in HBBC ownership	Hold workshop to promote delivery plan approach Promote use of Parish and Community Initiative fund for green space improvements	Paul Scragg
Failure to change maintenance practices	Staff training on biodiversity management where necessary. Purchase new equipment where necessary.	Tony Cunnington

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

Prior to each improvement project the local community will be engaged with and consulted with. Appendix 7 of the plan details how this will be approached dependent on the nature of the site and the value of the project.

10. **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
- Planning Implications
- Voluntary Sector

Background papers: Green Space Delivery Plan 2014-2018

Contact Officer: Caroline Roffey, x5782
Executive Member: Councillor Bill Crooks

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Hinckley & Bosworth
Borough Council

A Borough to be proud of

GREEN SPACE DELIVERY PLAN

2014 - 2018



1 JULY 2014 (For approval by Council)

Green Space Delivery Plan 2014– 2018

Contents

Forward by Councillor Crooks

1. Introduction
2. Strategic context
3. Vision
4. Delivery Plan Themes
5. Action Plan
6. Financial requirements
7. Risk register

Appendices

1. Headline outcomes from Green Space strategy 2005-2012
2. National, regional and local publications reviewed
3. Core Strategy policies
4. Open Space, Sport and recreational facilities- summary of findings
5. Green Infrastructure Study – summary of findings
6. Green Space Strategy 2005-10 Long term aims
7. Community involvement and engagement strategy
8. Green Space events strategy
9. Open Space Study quality audits for Hinckley sites
10. Management of new Public Open Space
11. Themes and Priorities for the plan

Forward by Councillor Bill Crooks

In the Autumn 2013 residents survey, improving the area's green spaces was rated as almost the top priority of Hinckley & Bosworth residents, an aim shared by all of us who treasure these vital features of the landscape.

The Borough Council has made considerable improvements to its own parks and open spaces and has assisted many Parish Councils to do the same through the Parish and Community Initiative fund.

This delivery plan builds on these successes and maps out the improvements and changes for the next 5 years. It keeps this activity to the forefront of the Council's aims and ambitions, recognising the priority given to this work by local residents.

Can I thank everyone who contributes to maintaining and protecting these most valued attractions.

Councillor Bill Crooks

1. Introduction

1.1 Scope

Hinckley & Bosworth Borough Council are the main provider of green space sites in Hinckley and also provide countryside sites and green space within Council owned housing developments across the Borough. This delivery plan will focus on green space priorities for Council owned land for the next 5 years as well as providing support to Parish Councils to develop their own green spaces. This delivery plan should be read in conjunction with the Borough Council's Adopted Core Strategy (2009).

The data collated in 2011 as part of the Open Space, Sport and Recreational facilities study, the findings of the Green Infrastructure Study 2008, and a review of national, regional and local policy / strategy (including planning policy) will be used to identify and deliver priorities for this Delivery Plan (see section 4).

It is important to note that this delivery plan will deliver the green space priorities proportionate to the development growth within the Borough as derived from the Core Strategy.

1.2 Green Space Strategy Achievements 2005-2011

The first Green Space Strategy represented a firm commitment to improve Council maintained green spaces, providing a strategic approach to management and a comprehensive programme of improvements have been put into place. Headline achievements are given in appendix 1. These included four green flag award, improvements to 6 community parks, Hollycroft Park and Burbage common, 6 new play areas for infants and juniors, 5 new multi use games areas / ball courts, 1 new skate park, an extension at Ashby road cemetery and a new natural burial service, a new woodland, new allotments at 2 sites, merging the green space management and grounds maintenance functions, improved tree management and improvements to the environmental performance of the service.

2. Strategic Context

2.1 Key publications and policies developed at a national regional and local level since 2005 which have been considered during the development of this delivery plan are detailed in appendix 2 (National, regional and local) and appendix 3 (Core strategy policies). The key change has been the intensification of the green infrastructure (GI) agenda. GI is a network of green spaces and natural elements that intersperse and connect cities, towns and villages. It represents a holistic approach to viewing the natural environment, acknowledging the benefits and vital functions it provides for the economy, wildlife, people and communities alike.

This delivery plan will provide the mechanism for delivering the improvements identified in two local strategies produced as part of the development of the Hinckley and Bosworth Local Plan 2006-2026. These are:

- The Green Infrastructure Strategy for Hinckley & Bosworth (2008). Full document available at http://www.hinckley-bosworth.gov.uk/downloads/download/208/green_infrastructure_strategy
- The Open space, Sport and Recreational Facilities Study (2011). Full document available at http://www.hinckley-bosworth.gov.uk/downloads/download/657/open_space_sport_and_recreational_facilities_study

2.2 A Green Infrastructure Strategy for Hinckley & Bosworth (2008)

The Green Infrastructure Strategy assesses the network of green spaces, pathways, bridleways and wildlife corridors and how they are linked to the borough's towns and villages and other rural settlements. Interventions which relate to council owned land are at Burbage Common & Woods, Hinckley town centre, the Harrowbrook corridor and the Hinckley / Barwell / Earl Shilton / Burbage green wedge.

2.3 Open Space, Sport and Recreational Facilities Study 2011

This report sets out the key findings for open space, sport and recreation facilities, and is a key part of the evidence base for the Local Plan. Central to this work was an audit of open space provision (consistent with planning policy guidance 17 (PPG17) and the open space typology detailed in section 1.2), which included site assessments of identified open spaces based on set criteria, and a range of consultation to identify local attitudes and aspirations relating to open space issues.

A variety of consultation methods were used including a postal household questionnaire, distributed to 5000 households by random selection (474 postal surveys were returned). Other methods of engagement included workshop sessions for key stakeholders, sports clubs and Parish Councils, whilst an internet survey was designed for children and young people. Finally, “drop in” session at Hinckley market and one-to-one consultations with Council officers also took place.

The table shown in appendix 4 summarises the headline findings of this audit process and highlights important policy recommendations for future delivery.

2.4 The strategic aims of Hinckley & Bosworth Borough Council

It is fundamental that this plan also supports the Council's key strategic document, the Corporate Plan 2013 -2016, which sets out the Council's aims for achieving its vision of making a Hinckley and Bosworth “A Borough to be proud of”. It highlights four strategic aims:

1. Creating a vibrant place to work and live
2. Empowering communities
3. Supporting individuals
4. Providing value for money and proactive services

This Green Space Delivery Plan will contribute towards meeting these aims, having a major impact on “Creating a vibrant place to work and live”. Specifically, the Corporate Plan seeks to “protect and improve our parks and open spaces”.

3. Vision

Given the Council's corporate priorities, the vision of this Delivery Plan must emphasise the need for high quality green space provision that meets the needs and expectations of local residents, thereby creating a sense of pride in local communities. The vision of the Council's first Green Space Strategy continues to embrace the Councils aspirations for green spaces and is therefore adopted for this delivery plan:

Hinckley & Bosworth Borough Council will work in Partnership with the local community and other service providers to create a network of high quality and accessible green space that meets the needs of local people. We will provide clean, safe and well-maintained parks and green spaces, which offer varied leisure opportunities for all ages, helping to make a Borough to be proud of, supporting regeneration, biodiversity and healthy living.

4. Developing Themes and priorities for this Delivery Plan

A set of four key themes have been developed for this Green Space Delivery Plan. These themes emerge from policy at national level, the Council's corporate plan, the long term aims of the first Green Space Strategy (appendix 6), the Open Space Study (appendix 4) and GI strategy interventions (appendix 5) and clearly identify and justify the choice of priorities identified for the duration of this delivery plan:

NB These themes indicate the priorities for the Councils green space team during the delivery plan period 2013 – 2018. Other policies such as the provision of new and protection of existing green space will be implemented through the planning process.

Full rationale and justification for the priorities is given in Appendix 11.

4.1 Themes and Priorities for the Delivery Plan

4.1.1 Green Space Quality

Continue to improve the quality of green space provision, with an emphasis on improving amenity green space and low quality sites, and reducing the quantitative and accessibility gaps identified within the Open Space Sport and recreation study. Appendix 9 gives the quality audits for areas open space within Hinckley.

Priorities within this theme will therefore be:

- Ensure the Clean Neighbourhood strategy is followed on green spaces including promoting responsible dog ownership, reducing dog fouling and littering, removing all abandoned vehicles and fly tipping within 24 hours of being reported, respond to vandalism within 48 hours of reporting.
- Through Endeavour (integrated community protection project) seeking to improve people's feelings of personal safety in green spaces, and address antisocial behavior issues as they arise.
- Seeking developer contributions to develop and enhance existing green spaces in Hinckley (OSSRS quality audit and policies have been used to identify improvements listed in the action plan).
- Ensure new residential developments provide on site open space where they are large enough to enable them to do so.
- Develop and enhance the variety, quantity, quality and accessibility of children and young peoples play. Includes seeking to provide a new play spaces north and south of Hinckley town centre, and equipped play in Hinckley town centre. Preston Way and Clarendon Park play areas will be enhanced.
- Encourage use of the Parish and Community Initiative fund by Parish Councils to improve green spaces.
- Assess access to green spaces by public transport and if necessary seek to increase this.
- Improve the quality of amenity green space in Hinckley through landscaping and ancillary facilities.
- Achieving Green flag standard at Council maintained green spaces at Hollycroft Park and Burbage Common.
- On going commitment to improving the quality of grounds and tree maintenance by Council staff.
- In partnership with funeral directors and memorial masons seek to improve the cemetery service, and ensure the safety of visitors.
- Ensuring new green spaces are adopted quickly and maintained to a high standard. Appendix 10 sets out details for the management of new public open spaces.

4.1.2. Health & Activity

Encourage active and healthy lifestyles. Priorities within this theme will therefore be:

- Improve the quality of council owned outdoor sports facilities
- Seek to provide access to a grass pitch in south east Hinckley
- Seek community access to schools sports facilities
- Seek to support and co-ordinate all partners and providers of outdoor sports facilities to ensure a co-ordinated approach to provision

- Seek to improve the quality of allotments, to provide additional allotments, and maximize occupancy and utilization of the allotment land available
- Seek to develop alternatives to traditional allotment provision e.g. allotment associations, garden share, community growing.
- Improve opportunities to use green corridors for activities such as walking, cycling and horse riding
- Increase the opportunities for the community to engage in physical activity on green spaces.

4.1.3 Green Infrastructure

Support the Green Infrastructure Interventions proposed in the Hinckley & Bosworth Green Infrastructure Strategy in order to help ensure that there is a network of adaptable and multi-functional green spaces across the Borough. Priorities within this theme will therefore be:

- Further improvements at Burbage Common & Woods including improved access to the site.
- Hinckley Town Centre – Mitigate against the urban ‘heat island’ effect by increasing the number of trees on green spaces (and in general) near the centre of Hinckley.
- Harrow Brook Corridor – Improve access at the western end of this route to allow access to the Ashby Canal. Increase the number of habitats along the corridor.
- Contribute to increasing the multifunctional nature of existing green space by increasing natural and semi natural green space through management and maintenance changes (see biodiversity priorities below). This will include providing semi natural green space within all formal parks.
- Seek to negotiate and improve access to sites which are currently inaccessible.
- Work with other organizations to help facilitate the strategic interventions proposed as part of the development of the strategic GI network.

4.1.4 Biodiversity and environmental impact

Change management and maintenance of sites to increase biodiversity. Priorities within this theme will therefore be:

- Management of council owned natural and semi natural green space to enhance biodiversity and nature conservation
- Management of other green space types to increase biodiversity e.g. closed churchyards and cemeteries, allotments, green corridors and formal parks
- Changes to grounds maintenance to reduce the environmental impact of our operations (ongoing reductions in use of herbicides, acquisition of machinery for meadow management etc)
- Partnerships with local communities and the voluntary sector to increase biodiversity management.

4.2 Delivery principles.

Four cross cutting principles will underlie delivery of all the themes and priorities.

106 Community involvement and Partnership working – Engage with and empower local communities to become actively involved in the management of local green spaces, supporting the Government’s localism act. This will include:-

- Consulting with local communities when making key decisions about green spaces, following the guidance within the community engagement and involvement strategy in appendix 7.
- Working with local communities and other providers to manage, develop and promote green spaces.
- Support existing and encourage new friends groups, volunteer groups and other mechanisms which transfer delivery to local communities.
- Promote and increase awareness of all green spaces in the Borough.
- Support parish councils to enable them to develop their own green space delivery plans

2. Life long learning – Provide a varied programme of events and activities and volunteer opportunities which raise awareness of green spaces and environmental issues through promotion, education and lifelong learning. Guidance in appendix 8 will be followed.

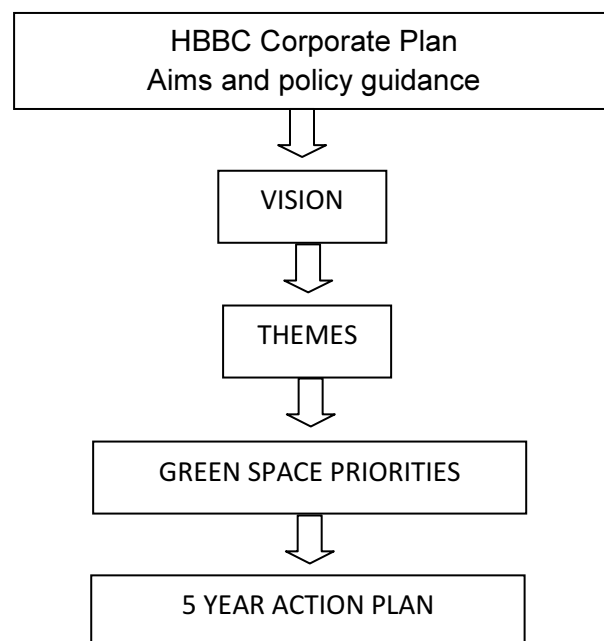
3. Equalities – Ensure that green spaces provide a variety of leisure, recreation and play opportunities which are accessible to everyone in our communities.

4. Funding – Given the current economic climate, seek to identify new mechanisms for funding open space improvements by:-

- Maximising external funding for green spaces
- Identifying income sources which do not deter use of green spaces
- Where capacity exists within the service, seek to generate income to support the service delivery, and reduce the cost of the service.
- Maximising use of the s106, new homes bonus and other developer contributions available for green space improvements.
- Prioritise adopting new open spaces to increase revenue to increase grounds maintenance quality
- Maximise the efficiency and effectiveness of the service at every opportunity.

4.3 Summary

Using these priorities, the over-arching vision and themes, a five year action plan has been developed, and this decision-making framework is summarized below:



5. Action Plan

FIVE YEAR ACTION PLAN FOR CAPITAL PROJECTS– 2014 – 2018

Year 1 (April 2014 – March 2015)

Site	Key issues	Recommended Action	Green Space Development Plan Theme number/s	Cost Estimate	Potential Funding (sec 106 up to 15/4/14)	Risk
1. Preston Road	<p>Site scored low (30%) in PPG 17 study. (recommendation in ref AGS1, AGS2,AGS4, AGS5, CYP1, CYP2, CYP3, CYP6) Lack of provision for children. No basic site infrastructure or site furniture.</p>	Provide a new toddler/junior play area. Improve landscaping of the site, through improved access, fencing and site furniture.	<p>1 Quality 2 Health</p>	£65k (£20k equipped play £45k landscaping)	<p>Section 106 ref: 05/01167/OUT. £8,580 equipped (received) Ref: 11/00571/FUL. £6,006 equipped and £47,151 (unequipped) £3,263 (Special expenses funding).</p>	<p>106 money not yet received. May not be released within year 1 of action plan. 106 funding weighted towards unequipped provision.</p>
2. Netherley Court and Jellicoe Way	<p>Site scored low (55%) in PPG 17 study. (recommendation in ref AGS1, AGS2,AGS4, AGS5)</p>	Consult with local residents with regards to plans for improvements. Potential landscaping, site furniture, access improvements, bulb planting.	<p>1Quality 4 Biodiversity</p>	£10.7k	<p>Section 106 ref: 05/01160/FUL. £9,438 unequipped (received). 10/00952/FUL. £1,250 (not received)</p>	Lack of support for plans from local residents.

<p>3. Gowrie Close, Clifton Way, Roston Drive and Erskin Close.</p>	<p>Sites are grouped together in one project area. Sites scored low in PPG 17 study. (recommendation ref AGS1, AGS2, AGS4, AGS5)</p>	<p>Site landscaping and access improvements. Install new site furniture.</p>	<p>1Quality 4 Biodiversity</p>	<p>£15k</p>	<p>No section 106 funding currently allocated. £15k from (Special expenses funding).</p>	<p>Lack of support from public.</p>
<p>4. Amenity Green Space (NE Hinckley, Stonegate Estate). Barwell Lane, Woburn Close, Warwick Gardens, Ribblesdale Avenue, Field Close, Wendover Drive, Saville Close, Newquay Close.</p>	<p>A number of small areas of green space within the NE Hinckley. Scored low in PPG17 study, (recommendation ref AGS1, AGS2, AGS4, AGS5) lack of basic infrastructure, landscaping and site furniture.</p>	<p>Create areas of bulb planting, new pathways, tree planting and site furniture.</p>	<p>1Quality 4 Biodiversity</p>	<p>£25k between all sites</p>	<p>Section 106 ref: 08/00084/FUL £568 unequipped. (received) £24,432 from (Special expenses funding).</p>	
<p>5. The Rock Gardens</p>	<p>Landscape and access improvements. (recommendation in PPG17 ref PG1, PG4,PG5)</p>	<p>New tarmac surfaced pathways. Landscaping works</p>	<p>1Quality 4 Biodiversity</p>	<p>£25k for tarmac pathways. Additional £14k for resin bonded pathways.</p>	<p>Section 106 ref: 10/00498/FUL £1,635 unequipped. (received) £37,365 from (Special expenses funding).</p>	<p>Site already scored reasonably highly in PPG17 study (80%).</p>

<p>6. Queens Park (phase 2)</p>	<p>Further improvements following on from main community park improvements. (recommendation in PPG17 ref PG1, PG2, PG3, PG4, PG5, PG6, PG7, PG8, CYP1, CYP2, CYP3, CYP4, CYP5, CYP6, CYP9)</p>	<p>Small scale increase to play equipment including new roundabout, improve the biodiversity of the site through creation of wildflower meadows and bulb planting. Provide new cycle route along the main pathway with new heritage lighting columns. Install outdoor gym equipment.</p>	<p>1 Quality 2 Health 3 Green Infrastructure 4 Biodiversity</p>	<p>£64k (2k wildflower & bulb planting, £17.5k for equipped play and £24k for cycle route, and £20.8k heritage lighting)</p>	<p>Section 106 ref: 10/00632/FUL £572.40 unequipped, 11/00952/FUL £572.40 unequipped, 10/00931/FUL £817.80 unequipped, 08/00907/FUL £817.80 unequipped. 11/00182/FUL £817.80 equipped 10/00681/FUL £2,453.40 equipped, 10/00639/FUL £1,250 Received.</p> <p>Section 106 ref: 12/00768/FUL £817.80, 11/00516/FUL £544, 11/00224/FUL, £3,271, 10/00910/FUL £1,635, 11/00104/FUL £817, 11/00581/EXT £7,254 13/00561/FUL £2501.60 (equipped)</p> <p>Ref: 11/00681/FUL £1,635, 11/00680/FUL £1,635 11/00749/EXT £1,250, 11/00263/FUL £2,289, 11/00516/FUL £69.30, 11/00232/OUT £817.80, 11/00581/EXT £924 (unequipped) Not yet received. £36,467 from (Special expenses funding).</p>	<p>Install equipment sympathetically to compliment existing equipment. Timescales associated with creation of wildflower meadows and negative press involved. Some 106 money not yet received.</p>
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7. Richmond Park	Additional equipped play and tree planting. (recommendation in PPG17 ref PG1, PG2, PG3, PG4, PG5, PG6, PG7, PG8. CYP1, CYP2, CYP3, CYP4, CYP5, CYP6,	Improve surface of footpath around perimeter of site. Install further equipped play.	1 Quality 2 Health 4 Biodiversity	£5k Additional equipped play and tree planting	10/00733/FUL £1,635 Equipped 12/01110/FUL £817.80 11/00547/FUL £817.80 Unequipped 12/00509/FUL £1,731from (Special expenses funding).	Weather conditions. Required space for additional equipped play and additional tree planting.
8. Wykin Park	Improve the biodiversity of the site. Increase allotment provision (recommendation in PPG17 ref PG1, PG2, PG3, PG4, PG5, PG7, PG8, CYP1, CYP2, CYP3, CYP4, CYP5, CYP6, CYP9)	Create areas of wildflower meadow at the site. Extend the current allotments.	1 Quality 2 Health 4 Biodiversity	£3k	Section 106 ref: 05/00648/FUL. £858 Revenue (Special Expense funding) £2,142	Support from public. Timescales needed to create wildflower areas.
9. Play area north of town Centre	Lack of play provision in this area of Hinckley (recommendation in PPG17 ref AGS1, AGS2,	Year 1 investigate potential of locating a new play area north of Hinckley town centre	1 Quality 2 Health	N/A	Funding for new play area may be required in year 2 if negotiations are successful. Unidentified Funding.	Investigation/negotiations may not prove successful.

	AGS4, AGS5)					
10. Battling Brook Corridor (including Odstone Close, Lochmore Close and Brodick Close)	Increase site quality through landscaping and access improvements (recommendation in PPG17 ref AGS1, AGS2, AGS4, AGS5)	Improve biodiversity of the site through bulb planting and tree planting, install site furniture, investigate link between Odstone Close and the canal (steps to perimeter road)	1 Quality 3 Green infrastructure 4 Biodiversity	£15k	15k from (Special expenses funding)	Not all land under HBBC ownership. Investigations/negotiations may not prove successful.
11. Equipped play area in Westfields area of Hinckley.	Lack of play provision in this area of Hinckley. (recommendation in PPG17 ref CYP8)	Year 1 investigate co-use of school grounds for new play area.	1 Quality 2 Health	N/A	Funding for new play area may be required in year 2 if negotiations are successful. Unidentified Funding.	Investigations/negotiations may not prove successful.
12. Granville Road	Improve biodiversity of site (recommendation in PPG17 ref PG1, PG3, PG4, PG5, PG8, CYP1, CYP2, CYP3, CYP4, CYP5, CYP6, CYP9)	Introduce areas of bulb planting.	1 Quality 4 Biodiversity	£2.5k	Section 106 ref: 10/00847/FUL £2,228 unequipped. Ref: 10/00847 £7,785 formal, £10,831 equipped Ref: 09/00870/FUL £1,635 equipped	106 money allocated for formal and equipped provision. Lack of space on this site for this type of provision. Requires liaison with developer.
13. Countryside Sites. (Manor Farm, Billa	Site interpretation.	Improve site signage at Billa	1 Quality	£5k	Possible section 106 allocated to National Forest	Lack of funding.

Barra Hill , Hill Hole Quarry)	Lack of good quality signage on sites. Identified in SIP. (recommendation in PPG17 ref NSN1, NSN2, NSN3, NSN4, NSN6)	Barra Hill and manor Farm, reinstate and refurbish signage at Hill Hole Quarry.			site improvements. Possible funding through Stepping Stones grant fund. 5k from existing parks major works	Staff resources.
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Year 2 (April 2015 – March 2016)

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Site	Key issues	Recommended Actions	Green Space Development Plan Theme number/s	Cost Estimate	Potential Funding	Risk
1. Argents Mead	New leisure centre development will lead to a need and opportunity to redevelop the site. (recommendation in PPG17 ref PG1, PG2, PG3, PG4, PG5, PG6, PG7, PG8, CYP8,CYP9)	Landscaping improvements to existing sites including improvements around area of the Moat. New town centre play area in keeping with new leisure centre development.	1 Quality 2 Health 3 Green Infrastructure 4 Biodiversity	£200k (section 106 £129,976) £70,024 HBBC capital	Section 106 ref: 10/00505/OUT £95,752 equipped. Plus further £31,134 for equipped provision from other developments. Refs: 05/0121/FUL, 04/01165/FUL, 04/01317/COU, 04/01168/FUL, 03/00685/OUT, 03/01069/COU 08/00884/FUL, 09/00884/FUL. 13/00407/FUL 11/00335/FUL	Lack of public support. Lack of funding.

					11/00480/FUL £1,488 for unequipped provision refs: 12/00563/COU, 11/00480/FUL, 09/00884/FUL and 1,602 for formal provision refs: 09/00884/FUL. £70,000 Unidentified Funding.	
2. Play area north of town Centre	Lack of play provision in this area of Hinckley (recommendation in PPG17 ref CYP8)	Implement installation of new play area if agreement can be reached.	1 Quality 2 Health	£60k	Section 106. No current agreement within this area. Unidentified Funding	No agreement can be reached with landowner, lack of available funding.
3. Equipped play area in Westfields area of Hinckley.	Lack of play provision in this area of Hinckley. (recommendation in PPG17 ref CYP8)	Implement installation of new play area if land can be identified and access agreed.	1 Quality 2 Health	£60k	Section 106. No current agreement within this area. Unidentified Funding.	No agreement can be reached with landowner. Lack of available funding.
4. Barlestone Drive	Improve quality score through small scale improvements (recommendation in PPG17 ref AGS1, AGS5)	Carry out bulb planting, tree planting and landscaping. Install new site furniture.	1 Quality 4 Biodiversity	£6k	Unidentified Funding.	Lack of support from local residents
5. Wykin Linear Park	Improve quality score through small scale	Carry out bulb planting, install new site furniture.	1Quality 3 Green Infrastructure	£2k	Revenue (Special expenses funding).	Lack of support from local residents

	improvements (recommendation in PPG17 ref AGS1, AGS4, AGS5)		4 Biodiversity			
6. S.W. Hinckley/lower Coventry Road	Lack of grass pitch provision. (recommendation in PPG17 ref STP1)	Investigate available land for installation of football pitch.	1 Quality 2 Health	Officer time for initial investigation. Budget will then depend on quality of land available.	Investigation only.	Lack of land available. No willingness from people to sell or negotiate with regards to land.
7. N.E. Hinckley	Lack of grass pitch provision. (recommendation in PPG17 ref STP1)	Investigate co-use of school fields for grass pitch, other possible areas of land for siting a grass pitch.	1 Quality 2 Health	Officer time for initial investigation. Budget will then depend on quality of land available.	Investigation only.	Lack of willingness from schools, no suitable land available.

Year 3 (April 2016 – March 2017)

Site	Key Issues	Recommended Action	Green Space Development Plan Theme number/s	Cost Estimate	Potential Funding	Risk
1. Clarendon Park	<p>Current play area is becoming dated, lack of overall infrastructure to the site. Improvements needed to increase quality score of the site.</p> <p>(recommendation in PPG17 ref PG1, PG2, PG3, PG4, PG5, PG6, PG7, PG8, CYP1,CYP2 CYP3, CYP4, CYP5, CYP6, CYP9)</p>	Develop the site as a community park, new equipped play area, pathways and landscaping.	<p>1 Quality 2 Health 3 Green Infrastructure 4 Biodiversity</p>	£150k	<p>Section 106 ref: 12/00646/FUL £725.40, 05/01191/FUL £858, also potential large amount from residential development on adjacent site on Coventry rd. (No details at this time).</p> <p>£ 148,417, Unidentified Funding.</p>	Lack of funds.

2. Ashby Road Cemetery	Improve quality of the site through site improvements and development. (recommendation in PPG17 ref CC2, CC3)	Develop areas of wildflower meadow and bulb planting in natural burial area, new pathways, new kerb section in cemetery extension, tree planting and access improvements.	1 Quality 4 Biodiversity	£25k	Section 106 ref: 04/01369/OUT £798, 10/00834/EXT £1,871. £22,331, Unidentified Funding.	Lack of funding.
3. Weston Close/ even Close	Improve quality Score through site improvements (recommendation in PPG17 ref AGS1, AGS5)	Tree planting and installation of bins and seating	1 Quality 4 Biodiversity	£4k	No 106 at this time. £4,000 from revenue (special expenses)	Lack of public support.
4. Waterside Park Green Spaces. (Beams Meadow, Long Meadow Drive and Paddock Way.	Scored low in PPG 17 study, Improve quality of sites (recommendation in PPG17 ref AGS1, AGS4, AGS5)	Improve landscaping, improve biodiversity of the area, investigate access to the pond area.	1Quality 3 Green Infrastructure 4 Biodiversity	£41k	£41k due on adoption to allow for necessary landscaping to rectify poor maintenance by the developer.	Sites not yet adopted.
5. Waterside Park Play area.	Increase play facilities for all	Install new play equipment to	1Quality 2 Health	£40k	Section 106 ref: 05/00185/FUL £798, 05/00098/FUL £500,	Site not yet adopted, public support.

	ages. (recommendation in PPG17 CYP1, CYP2, CYP3, CYP4, CYP5, CYP6)	enhance current provision and provide for all ages.			Section 106 ref: 05/00132/FUL £38,702, Unidentified Funding	
6. Canal Way	Improve quality of site through small scale improvements (recommendation in PPG17 ref AGS1, AGS4, AGS5)	Create wildflower and bulb areas, further biodiversity improvements alongside the canal, install seating and bins.	1 Quality 4 Biodiversity	£4k	No section 106 at this time. £4,000 from revenue (Special expense funding).	Site not yet adopted.
7. Hinckley Town Centre Tree Planting	Improve the biodiversity and mitigate against the urban 'heat island'	Investigate and implement options for tree planting within Hinckley Town Centre. Possible free tree scheme, Street tree initiatives, green space tree planting.	1 Quality 2 health 4 biodiversity	£10k	Unidentified Funding	Needs the cooperation of other individuals and organisations.

Year 4 (April 2017 – March 2018)

Site	Key Issues	Recommended Action	Green Space Development Plan Theme number/s	Cost Estimate	Potential Funding	Risk
1. Hollycroft Park	Improve biodiversity of the site. Improve range of facilities to increase visitor numbers. Maintain Green Flag status (recommendation in PPG17 ref PG1, PG2, PG3, PG4, PG5, PG8)	Create new wildflower and bulb planting areas, New outdoor gym equipment, mini golf area.	1 Quality 2 Health 4 biodiversity	£25k	Section 106 ref: 07/00452/FUL £1,136, 08/00432/FUL £568 Unequipped, received. 10/00925/FUL £4,089, 10/00588/EXT £13,758 equipped not yet received. 12/01117/FUL £369 £5,449 from existing parks major works	Lack of support from public and Friends Group.
Langdale Park	Improve soft landscaping of the site. Improve the quality and range of facilities for users. (recommendations in PPG17 ref PG1, PG2, PG3, PG4, PG5, PG6, PG7, PG8, CYP1, CYP2, CYP3, CYP4, CYP5, CYP6, CYP9, OSF1, OSF2, OSF3, STP2, PITCHES 2)	Increase shrub, tree and bulb planting. Improve MUGA and cricket square, install outdoor gym equipment in suitable location.	1 Quality 2 Health 4 biodiversity	£52k	Section 106 ref: 09/01007/FUL £21,037 formal and £1,432 equipped received. 05/00132/OUT £1,720 12/00341/FUL £26,792 not received. 13/00609/OUT £1,250 not received.	Lack of support from public.

3. Brodick Road FRB and allotments	Improve access to the area (recommendation in PPG17 ref AGS1, AGS4, AGS5)	Landscaping improvements in area of flood retention basin. New bridge crossing to improve access.	1 Quality 2 health 3 Green Infrastructure	£10k	No section 106 at this time. Unidentified Funding	Land not in HBBC ownership
4. Trinity Vicarage Road	Low score in PPG 17 study, Improve landscaping to increase quality score. (recommendation in PPG17 ref AGS1, AGS4, AGS5)	New tree planting and bulb planting.	1 Quality 4 Biodiversity	£2k	Revenue (Special expenses funding). Section 106 ref: 11/00335/FUL £3,271 equipped	Lack of support from residents. 106 money allocated for equipped play. No equipped play required at this site, equipment was removed due to anti-social behaviour. Requires liaison with developer.
5. Harrowbrook Corridor	Poor quality landscaping, lack of site furniture, signage. (recommendation in PPG17 ref AGS1, AGS4, AGS5)	Improve landscaping, access improvements, bulb planting/biodiversity and signage.	1 Quality 2 Health 3 Green Infrastructure 4 Biodiversity	£5k	5K from (Special expenses funding).	Lack of support/funding.
6. Harwood Drive	Scored low on PPG17 study. Currently used for grazing land. (recommendation in PPG17 ref AGS1, AGS4, AGS5)	Investigate/consult on future options for the site. Continue to graze, create new allotment or wildlife area, dispose of site.	1 Quality, 2 health 4 biodiversity.	Initial discussions for future use of site will determine required budget.	Investigation only	Lack of support for proposed changes from local residents.

7. Little pit and paddock areas.	Lack of access, possible strategic links to improve the green network. (recommendation in PPG17 ref AGS1, AGS4)	Investigate and negotiate access to these sites. Improve access to these sites for the public	1. Quality, 2. Health 3. Green infrastructure 4. Biodiversity.		Investigation only	No willingness from land owners to agree to access.
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This 5 Year action plan is a working document, and the timings of these projects may change depending on the resources available. In particular the availability of funding and the need to move projects within this 5 year plan on receipt of section 106 funds from developers. The Service Improvement Plan (SIP) for the Green Spaces Section will be reviewed and updated on an annual basis to reflect the planned capital works for the next 12 months.

This action plan is looking at capital projects planned for the Green Spaces section over the next 5 years. The other priority areas of work as detailed in section 4 of the Green Space Development Plan, which are not covered by projects within this plan will be detailed within the SIP.

6. Financial requirements

Capital Schemes

Revenue Schemes

Year 14/15

Projects
Netherley Court (SEA)
Granville Road (SEA)
Preston Road (SEA)
Gowrie Close (SEA)
Stoneygate estate (SEA)
Rock Gardens (SEA)
Queens Park (SEA)
Richmond Park Phase 2 (SEA)
Wykin Park (SEA)
Battling Brook (SEA)
Countryside Sites (BR)
Totals

Parks Major Works	S106 received	S106 Not received	External Funding	Special Expenses	Unidentified Funding	Total Cost	
	9,438	1,250				10,688	
						0	
	8,580	53,157		3,263		65,000	
				15,000		15,000	
	568			24,432		25,000	
	1,635			37,365		39,000	
	7,302	25,459		31,239		64,000	
		3,269		1,731		5,000	
						0	
				15,000		15,000	
	5,000					5,000	
Totals	5,000	27,523	83,135	0	128,030	0	243,688

HBBC Revenue Scheme	S106	Total Cost	
	272	2,228	2,500
	2,142	858	3,000
Totals	2,414	3,086	5,500

Year 15/16

Projects
Argents Mead (BR)
Play Area N Hinckley (SEA)
Play Area Westfields (SEA)
Barlestone Drive (SEA)
Wykin Linear Park (SEA)
Totals

Parks Major Works	S106 received	S106 Not received	External Funding	Special Expenses	Unidentified Funding	Total Cost	
	20,832	109,144			70,024	200,000	
					60,000	60,000	
					60,000	60,000	
					6,000	6,000	
						0	
Totals	0	20,832	109,144	0	0	196,024	326,000

HBBC Revenue Scheme	S106	Total Cost	
	2,000		2,000
Totals	2,000	0	2,000

Year 16/17	
Projects	
Clarendon Park (SEA)	
Ashby Road Cemetery (SEA)	
Weston Close (SEA)	
Waterside Open Spaces (SEA)	
Waterside Play area (SEA)	
Canal Way (SEA)	
Town Centre tree planting (SEA)	
Totals	

Capital Schemes						
Parks Major Works	S106 received	S106 Not received	External Funding	Special Expenses	Unidentified Funding	Total Cost
	858	725			148,417	150,000
	798	1,871			22,331	25,000
						0
			41,000			41,000
	1,298				38,702	40,000
						0
					10,000	10,000
Totals	0	2,954	41,000	0	219,450	266,000

Revenue Schemes		
HBBC Revenue Scheme	S106	Total Cost
		0
		0
4,000		4,000
		0
		0
4,000		4,000
		0
8,000	0	8,000

Year 17/18	
Projects	
Hollycroft Park (BR)	
Langdale Park (SEA)	
Brodick Road (SEA)	
Trinity Vicarage (SEA)	
Harrowbrook Corridor (SEA)	
Totals	

Parks Major Works	S106 received	S106 Not received	External Funding	Special Expenses	Unidentified Funding	Total Cost
5,449		19,551				25,000
	24,189	28,042				52,000
					10,000	10,000
						0
				5,000		5,000
Totals	5,449	24,189	47,593	0	5,000	92,000

HBBC Revenue Scheme	S106	Total Cost
2,000		2,000
2,000	0	2,000

It is important to note that these financial requirements are reviewed on a regular basis. It is anticipated that much of the funding currently specified as unidentified in years 15/16, 16/17 and 17/18 will be allocated from future 106 agreements. If this income is not secured external grant funding will be sought. Where no external resources are available and additional HBBC or Special Expenses resources will be required. These projects will require additional approval in accordance with financial procedure rules.

7. Risk Register

Key risks identified to the delivery of this plan are shown in the table below:-

Risk description	Mitigating actions	Owner	Net Risk
Lack of funding to deliver projects (capital and revenue)	Accurate monitoring and collection of s106 and other sources of funding (forecasting and receipt of)	Accountancy, Ian Pinfold, Planning	Amber
Loss of key personnel	Inclusion of projects within MTFS, and maintenance of funding for green spaces (dependent on Councils financial position)	Accountancy	Red
Reputation	Restructure key posts within grounds maintenance service to ensure resilience in service delivery	Ian Pinfold	Green
Political	Consultation and engagement strategy to be followed	Ian Pinfold	Green
In Partnership – inability to engage partners in delivery of strategy	Engage local councillors in projects in their ward, and ensure they are fully briefed.	Ian Pinfold	Amber
Legal -	Joint working at planning stage and resources to reduce barriers to partners contributing to actions.	Ian Pinfold	Red



Hinckley & Bosworth
Borough Council

A Borough to be proud of

GREEN SPACE DELIVERY PLAN

2014 - 2018

APPENDICES

Appendix 1: Green Space Strategy Achievements 2005-2012.

- Restoration works at Hollycroft Park, and partnership work with the Friends of Hollycroft Park to achieve the national Green Flag Award in recognition of its high quality and value to the local community.
- Improvements to the six community parks (Richmond, Clarendon, Langdale, Wykin, Swallows Green, and Queens Parks) to meet the needs and expectations of local residents, including new footpaths, seating areas, bins, land drainage, notice boards etc.
- The Council has installed six new play areas for juniors and infants at Granville Road, Langdale, Queens, Swallows Green, Wykin and Richmond Parks.
- The Council has also created five new ball courts (called multi-use games areas) at Wykin, Langdale, Clarendon, Richmond and Swallows Green Parks, a skate park at Queens Park and BMX tracks at Wykin and Langdale Community Parks.
- A five year programme of repairs and restoration has been carried out at closed churchyards.
- A major extension to Ashby Road cemetery in Hinckley will provide burial land for a further 25 years.
- Improvements to visitor facilities at Burbage Common including access improvements, and improvements to footpaths leading to the site.
- Creating Brodick road community woodland and nature area.
- Merging the green space management and grounds maintenance functions to reduce administration, develop shared working systems and values, improvements in the quality of maintenance, and an audit of the assets maintained.
- Recognising the need for sharing of information and best practice, the Council delivered a series of workshops for the benefit of the Borough's Parish Councils prior to 2008.
- The Council created the Hinckley & Bosworth Play Partnership, developed a play strategy, secured £200,000 funding for play from the Big Lottery. This directly benefited play area schemes in Earl Shilton, Sheepy Magna and Burbage, and also provided play workers who supported play on open spaces across the Borough.
- Introducing a comprehensive system for managing the Councils tree stock, and employing a dedicated Tree Officer (shared with North West Leicestershire District Council) to improve tree management.
- An updated site management plan for Burbage Common has been produced. In addition, the Council have now developed detailed management plans for Hollycroft Park and Ashby Road Cemetery.
- The cemetery booking system has been reviewed and updated with a new electronic administration system implemented.

- An audit of allotment provision, new plots at Wykin and Hillhole Quarry, and introducing measures to reduce waiting lists have resulted in 34 more people having an allotment (29% increase compared to 2008).
- Improvements to the environmental performance of the service such as peat free, and reduction in the use of herbicides and pesticides.

Appendix 2: National, regional and local publications reviewed

A) National Policy

1) Urban Green Nation: Building the Evidence Base (CABE Space, 2010)

This research concluded nine out of ten people use parks and green spaces and value them; the higher the quality of the green space, the more likely people will be to use it; in 2009 95% of people thought it was very or fairly important to have green spaces near to where they live; if people are satisfied with local parks they tend to be satisfied with their council; and people in deprived areas receive a far worse provision of parks and green spaces than more affluent neighbourhoods.

2) Community-led spaces - A guide for local authorities and community groups (CABE Space, 2010)

This guidance document explores the transfer of public space ownership and management from local authorities to community groups; how to maximise the help that communities can offer; how to forge more effective working partnerships between the local authority and residents; and options for different levels of community involvement.

3) Skills to Grow – Seven Priorities for Improving Green Space Skills (CABE Space, 2009)

Identified seven priorities for improving green space skills; Increase Awareness of the Sector and the Opportunities it offers, Improve the Availability of Training and Quality of training, including continuing professional development, Improve Management and Leadership Skills, Increase the Sector's investment in skills, and Build Capacity for Co-Coordinated Working.

4) Open Space Strategies: What Local Authority Decision Makers Need to Know (CABE Space, 2009)

Identifies the need to examine all types of open space in public and private ownership and the importance of high quality open space in helping to resolve problems such as obesity, poor health and deprivation and the need for sustainable transport, climate change adaptation, and community cohesion.

5) Making the Invisible Visible – the Real Value of Park Assets (CABE Space 2009)

The asset value of a park does not necessarily reflect the wider values that the park has for local people.

6) Paying for parks - Eight models for funding urban green space (CABE Space 2006)

This guidance suggests that a 'one-size-fits-all' approach will not work and the importance of establishing dedicated funding and management arrangements from the outset which incorporates a portfolio of different funding sources, mechanisms and partnerships.

7) Nature Nearby - Accessible Natural Greenspace Guidance (Natural England 2010)

This guidance was developed as a key tool for those working on the planning and management of parks and green spaces and their 'natural' development. Natural England expects that publicly accessible natural green space is delivered to meet Quantity and Accessibility standards (ANGSt), Visitor Service Standards, and Quality Standards.

In addition to these specific publications, policy at the national level has also been reviewed by the coalition Government, which has introduced the notion of the 'Big Society' and the new 'Localism Bill'.

B) Regional Documents

1) Leicestershire Stepping Stones Delivery and Action Plan (2008) - includes parishes in the north of the Borough. Identifies strategic aims and proposed strategic interventions across the county which were further developed within the 6C's Green Infrastructure Strategy (2010) and the Green Infrastructure Strategy for Hinckley & Bosworth (2009).

2) The 6 C's Green Infrastructure Strategy (2010)

This strategy provides an over-arching strategic framework to 2026 for green infrastructure planning, investment and delivery by stakeholders working across the environmental, economic and social sectors across the 6C's Growth Point, covering Leicestershire, Nottinghamshire and Derbyshire authorities. The strategy aims to protect, enhance and extend networks of green spaces and natural elements in and around the three cities, connecting with their surrounding towns and villages and identified actions at 3 spatial levels:

Sub-Regional Green Infrastructure Corridors – to maintain the integrity of the green infrastructure network in the long-term, and connect the 6Cs network to wider regional green infrastructure corridors.

City-Scale Green Infrastructure Corridors – to connect the sub-regional corridors, the urban fringe and the urban cores related to specific principal urban areas and sub-regional centres.

Urban Fringe Green Infrastructure Enhancement Zones - to deliver green infrastructure benefits for both existing and new communities (Sustainable Urban Extensions) related to specific principal urban areas and subregional centres in the local areas where most development is likely to take place.

With these spatial scales in mind, Hinckley and Bosworth is recognised as a sub regional centre, including the key areas of Barwell and Earl Shilton, and the action plan supporting this work is heavily influenced by the Hinckley and Bosworth Green Infrastructure Strategy.

3) Charnwood Forest Regional Park (2012)

Recognizes the unique natural and cultural heritage features of Charnwood Forest, and has its own specific objectives to provide environmental, social and economic benefits to this area.

4) Leicestershire County Council Green Space Consultation report (2011)

Early in 2011 the County Council asked the public to say which local green spaces they particularly valued and why. This was in response to Government proposals to create a new designation, to protect green areas of particular importance to local communities.

5) Local Transport Plan (LTP3) (2011)

Sets out how Leicestershire County Council will seek to ensure that transport continues to play its important role in helping Leicestershire to continue to be a prosperous safe and attractive County.

C) Local strategies

1) A Play Strategy for the Borough of Hinckley & Bosworth (2007 - 2012)

This strategy identified a set of six play priorities which are linked to the development of a five year action plan.

2) Culture and Sports Strategy (2012 – 2017)

Key themes linked to green spaces are supporting young people and children, showcasing events, reducing health inequalities, encouraging play, sporting opportunities and promoting tourism.

3) Hinckley & Bosworth Climate Change Study (2008) This strategy recognises that climate change is likely to have a range of effects on trees and woodlands, and management regimes may need to be changed consequently, and that there could be opportunities for the planting a wider variety of new tree species. Growing more trees is important in terms of carbon sequestration. Different species sequester carbon at different rates and the National Forest proposes to commission research in order to “assess the carbon sequestration progress and future potential of the Forest and to develop a framework for long term monitoring”. The role of green infrastructure is again highlighted and the function it can have in improving connectivity.

4) Clean Neighbourhoods Strategy (2013). Sets out the Borough Council's priorities for cleanliness (including on parks and open spaces) and service standards.

Appendix 3: Core Strategy policies

The Core Strategy is the key strategic document in the council's Local Plan for the Borough to 2026 which uses information from other strategies to set out objectives and policies focused on improving the environment and the range of facilities in the Borough. It includes a set of 13 spatial objectives. Green space can contribute to the following spatial objectives; 3: Strong and Vibrant Rural Communities, 7: Healthier Active Communities, 8: Stronger Safer Communities, 9: Identity, Distinctiveness and Quality of Design, 10: Natural Environment and Cultural Assets and 12: Climate Change and Resource Efficiency.

In addition to these spatial objectives, the Core Strategy provides a spatial interpretation of the key drivers for change in order to deliver sustainable development. The Spatial Objectives set out the broad strategic direction for development in the Borough, whilst the Spatial Strategy provides an interpretation of the specific issues that need to be addressed to tackle the key challenges being faced in the Borough, and does this through a series of policies. Those relevant to this delivery plan are:-

Policy 1: Development in Hinckley

Policy 5: Transport Infrastructure in the Sub-Regional Centre

New pedestrian and cycle linkages from proposed developments into Barwell and Earl Shilton.

Policy 6: Hinckley / Barwell / Earl Shilton / Burbage Green Wedge

Within the Hinckley/Barwell/Earl Shilton/Burbage Green Wedge uses will be encouraged that provide appropriate recreational facilities within easy reach of urban residents and promote the positive management of land to ensure that the Green Wedge remains or is enhanced as an attractive contribution to the quality of life of nearby urban residents.

The following land uses will be acceptable in the Green Wedge, provided the operational development associated with such uses does not damage the function of the Green Wedge:

- (a) Agriculture, including allotments and horticulture not accompanied by retail development
- (b) Recreation
- (c) Forestry
- (d) Footpaths, bridleways and cycleways
- (e) Burial grounds
- (f) Use for nature conservation

Any land use or associated development in the Green Wedge should:

- (a) Retain the function of the Green Wedge
- (b) Retain and create green networks between the countryside and open spaces within the urban areas
- (c) Retain and enhance public access to the Green Wedge, especially for recreation and
- (d) Should retain the visual appearance of the area

Policy 19: Green Space and Play Provision

This outlines a set of minimum standards used in relation to green space and play provision, with the aim that all residents have access to sufficient high quality, accessible spaces.

Quantity

Equipped Children's Play Space - A minimum of 0.15 ha/1000 population (excluding buffer zones).

Casual/Informal Play Space - A minimum of 0.7 ha/1000 population.

Outdoor Sports Provision – A minimum of 1.6 ha/1000 population.

Accessible Natural Green Space - A minimum of 2 ha/1000 population.

In areas with populations under 1000 people, a pro-rata approach will be used.

Accessibility

District Parks and Green Spaces - All households should be within 5 kilometers of an open space of at least 10 hectares which provides general facilities for recreational activity within a landscaped setting.

Neighbourhood Parks and Green Spaces - All households should be within 600 meters of an open space of between 1 and 10 hectares which provide general facilities for recreational activity within a landscaped setting.

Local Parks and Green Space - All households should be within 400 meters of an open space of between 0.2 - 1.0 hectare which provide facilities for recreation within a localized area, catering for the specific informal needs of the local community.

Incidental/Amenity Green Space - All household should be within 300 meters of a small formal or informal area of open space.

The above standards will be used to determine:

- a) Where improvements are needed to existing green spaces and play areas.
- b) Where new provision of green spaces and play areas are required to support existing and new residents and workers in the borough.

Standards need to be assessed according to their geographical context and in rural areas and smaller settlements with lower populations these standards may be difficult to achieve. In such cases access to provision in larger neighbouring settlements should be identified and accessibility improved where practical.

Policy 20: Green Infrastructure

This policy outlines the strategic interventions outlined in the Hinckley and Bosworth Green Infrastructure Strategy (detailed in 3.3.1), recognising that this is a key priority for the Council

Appendix 4: Open Space, Sport and Recreational Facilities study recommendations 2011

Open Space Type	Audit & Consultation Comments	Council Maintained Site Scores (Hinckley based unless stated)	Policy Recommendations
<p>Parks and Gardens</p>	<p>38 formal parks are identified across the Borough, equating to 87.41 hectares of open space. Site assessments indicate that formal parks recorded the second highest quality assessment scores, with an average quality score of 74%. Hollycroft Park is identified as the highest quality park, achieving a mark of 100%. All Borough Council sites score at least 70%, with the exception of Granville Road which was marked down due to litter and the lack of lighting on site. There is good distribution of formal parks across the Borough. Consultation showed that the quality of formal parks is generally perceived to be good, and importantly, the quality of formal parks has been identified as improving significantly in recent years.</p>	<p>Hollycroft Park - 100% Argents Mead and the Memorial Gardens - 80% Langdale Park - 80% The Rock Gardens - 80% Wykin Park - 80% Swallows Green - 75% Clarendon Park - 75% Queens Park - 70% Richmond Park - 70% Granville Road Recreation Ground - 65%</p>	<p>PG1: Continue to develop and enhance the quality of existing formal parks. Drive a structured programme of improvements with clearly defined outputs to create an overall network of sustainable parks. This may include the production of parks management plans.</p>
			<p>PG2: Work with providers of open space to initiate the creation of friends groups at parks and support existing friends groups established at parks in the Borough.</p>
			<p>PG3: Work with providers of open space to incorporate sustainable management techniques to promote biodiversity and create a healthy ecosystem at parks in the Borough.</p>
			<p>PG4: In light of the importance of formal parks, seek to protect all existing sites from residential development through the LDF. Formal parks should only be lost to development where it can be proven that there is no demand for the facility or that improvements to another site will be of greater value to residents in the immediate catchment of the park to be lost.</p>
			<p>PG5: Ensure that new housing developments contribute towards (or provide on site where they are large enough to be reasonably expected to do so) the provision of new, or enhancement of existing formal parks where possible and appropriate. Where the supply of formal parks in the surrounding area is sufficient, policy should ensure that contributions are required for qualitative improvements.</p>
			<p>PG6: Monitor demand for increased provision of formal parks within urban areas (particularly Burbage) and rural centres. Should demand be sufficient consider increasing the provision of formal parks within these areas. Use the local standard, and minimum size criteria, to determine whether parks are required in rural villages. Villages should contain a minimum of 482 residents before parks are considered.</p>
			<p>PG7: Consider the redesignation of an existing formal park with overlapping catchments for the purpose of natural or semi natural open space, or the provision of natural or semi natural open space within the existing formal parks to alleviate access deficiencies to natural open space and semi natural open space. This would be of particular benefit to Earl Shilton. This links with recommendation PG3/PG4.</p>

			<p>PG8: Seek to increase access to existing formal parks through the development of the green infrastructure network and enhancement of existing infrastructure (example footpaths). Ensure that where possible, formal parks are located on public transport routes.</p>
<p>Natural and Semi Natural (NSN)</p>	<p>The total amount of accessible NSN open space within or in close proximity to settlement boundaries is 674.82 ha. NSN open space is poorly distributed, with much of the provision focused in the north east and south east of the Borough. Whilst access to large sites is good, local access to sites less than 10ha in size is limited, particularly in Earl Shilton, Barwell, Desford, Newbold Verdon, Barlestone and Stoke Golding. Average quality score is 65%. Stakeholder workshop identified that there is good provision of wildlife and biodiversity. Consultation highlighted the importance of NSN to local residents. These spaces were perceived to define the character of the area.</p>	<p>Groby Pool Nature Area (Groby) - 90% Hill Hole Quarry (Markfield) - 80% Clarendon Park Nature Area - 70% Billa Barra Hill (Stanton Under Bardon) - 55 % Harwood Drive - 40% Ashby Road NSN - Site not accessible at time of visit Manor Farm (Bagworth) - Site not accessible at time of visit</p>	<p>NSN1: Seek to maintain and enhance the quality of country parks in Hinckley & Bosworth. Sympathetic management techniques should be practiced at sites of importance for nature conservation and biodiversity.</p>
			<p>NSN2: Seek to enhance and develop the quality of NSN open space in the Borough. Drive a structured programme of improvements with clearly defined outputs using the site assessments and quality vision as a basis. Seek to incorporate sympathetic management techniques at wildlife sites and sites of importance for biodiversity in the Borough drawing on the findings of the biodiversity study.</p>
			<p>NSN3: In light of the importance of NSN open space in the Borough, all sites should be protected through policies in the LDF. NSN should only be lost to development if certain exception criteria (set out in policy) are met.</p>
			<p>NSN4: In light of the importance of country parks in the Borough, all sites should be protected through policies in the LDF.</p>
			<p>NSN5: Identify opportunities for the creation of new accessible NSN open spaces in the Borough, focusing particularly on areas which are shown as deficient. This may involve creating new spaces, incorporating natural areas into parks, and improving access to sites which are currently inaccessible. In particular, access to NSN open spaces is more limited; deficiencies exist in Earl Shilton, Barwell, and Hinckley as well as in several of the rural centres (Desford, Newbold Verdon, Barlestone and Stoke Golding).</p>
			<p>NSN6: Seek to increase access to existing NSN open spaces in the Borough. Developing the Green Infrastructure network through the provision of additional cycle routes and footpaths.</p>
			<p>NSN7: Seek to increase access to strategic NSN open spaces and country park by ensuring that such sites are on public transport routes.</p>

<p>Amenity Green Space</p>	<p>171 sites identified in the audit Site assessments show quality is poorer compared to other types, with the average score calculated at 60%. This type of provision is mainly found in urban areas and rural centres Consultation highlighted a mixed response to the quantity and quality of amenity green space provision</p>	<p>Barrie Road - 75% Barlestone Drive - 70% Ferndale Grove - 70% Leisure Centre Grounds - 70% Mount Road Car Park - 70% Wykin Linear Park - 70% Canal Way - 65% Clifton Way - 65% Odstone Close - 65% Roston Drive - 65% Falmouth Drive 65% Field Close - 65% Paddock Way - 65% Wendover Drive - 65% Aulton Crescent - 60% Coppice Walk - 60% Darwin Close - 60% Landseer Drive - 60% Ribblesdale Avenue - 60% Warwick Gardens - 60% Woburn Close - 60% Barwell Lane - 55% Harwood Drive - 55% Leven Close - 55% Lochmore Close - 55% Netherley Court - 55% Newquay Close - 55% Trinity Vicarage Road - 55% Waterside Park - 55% Weston Close - 55% Brodick Close - 50% Lochmore Drive - 50% Middlefield Lane - 50% Saville Close - 50% Long Meadow Drive - 45% Battling Brook FRB - 40% Brenfield Drive - 40% Preston Road - 35% Gowrie Close - 25% Middlefield Inn - 20%</p>	<p>AGS1: Seek to enhance the quality of amenity green spaces in the Borough aiming to achieve a minimum quality score of 80%. Increased ancillary accommodation and an improved range of vegetation will significantly increase the overall value of sites to local residents.</p> <p>AGS2: Priorities for improvement should be those sites which fall in the bottom quartile and in particular, sites which provide the only informal recreation opportunity in the area. Planning policy should protect valuable amenity green spaces from development. Valuable amenity green spaces include those which serve unique catchments and those which are frequently used.</p> <p>AGS3: A decision to approve the disposal of an amenity green space should only be given if the site is surplus to requirements and is not required for use as another type of open space.</p> <p>AG4: Seek to increase access to amenity green space, particularly in smaller settlements where this type of open space is the only local form of informal open space. Improving footpaths, disabled access and ensuring safe routes will be important.</p> <p>AG5: Ensure that policy requires contributions towards amenity green space as part of new development as appropriate. Promote an accessibility led approach to determine levels of provision required as part of new development.</p>
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		<p>Brodick Road, Erskine Close, Laxford Close, Linwood Close & Waterside FRB - 0%</p>	<p>AG6: Consider the allocation of new amenity green spaces in areas lacking in provision: East of Hinckley Town Centre North East & North West Burbage West Hinckley South East Barwell Identify demand for amenity green space within the hamlets, particularly within Cadeby, Sibson, Sutton Cheney and Peckleton. Monitor demand for additional amenity green space in other areas, including Carlton.</p>
<p>Provision for Children and Young People</p>	<p>59 children’s play areas and 36 facilities for young people identified Quality of children’s play generally good (average 69%), although scores are lower for provision for young people (66%). The highest scoring play area in Hinckley is located at Waterside Park (87%), whilst for facilities for young people, the MUGA at Langdale Park scores highest (87%). Opinion varies regarding the sufficiency of existing provision of play areas for children and young people, with the greatest levels of dissatisfaction found within the hamlets. The Parish Council workshops highlighted that the provision of appropriate access routes to play spaces is as important as the facilities themselves. The quality of children’s play areas</p>	<p>Waterside Park Play Area - 87% Wykin Park Play Area - 85% Clarendon Park Play Area - 80% Granville Road Recreation Ground Play Area - 80% Langdale Park Play Area - 80% Richmond Park MUGA - 80% Swallows Green Play Area South - 80% Wykin Park BMX Track - 75% Swallows Green Play Area North - 70% Clarendon Park MUGA - 67% Swallows Green MUGA - 67% Wykin Park MUGA - 67% Langdale Park BMX Track - 87% Queens Park Play Area - 60% Preston Road Play Area - 20% Richmond Park Play Area - No recorded quality score</p>	<p>CYP1: Seek to upgrade traditional facilities with challenging and exciting play facilities for children and young people that encourage children to explore their boundaries and balance risk and safety. This may include the creation of natural play areas which link with the surrounding environment as well as equipped play facilities.</p> <p>CYP2: The council and other providers of facilities for children and young people should seek to consult with children and young people in the local community over the design of facilities.</p> <p>CYP3: Seek to enhance the quality of children’s play areas in the Borough, aiming to achieve a quality score of 80%. Site assessments reveal that improvements to security and safety and increased ancillary accommodation are the factors requiring most improvement.</p> <p>CYP4: Seek to enhance the quality of facilities for young people in the Borough, aiming to achieve the target quality score. Site assessments reveal that improvements to cleanliness, maintenance, security and safety are likely to be factors requiring most improvement.</p> <p>CYP5: Seek to protect valuable facilities for young people serving unique catchments through the LDF. Facilities should only be lost to development where it can be proven that there is no demand for a facility or that improvements to another site in the immediate catchment of the site will be of greater value to the residents.</p>

	<p>are generally viewed favourably, but there is dissatisfaction with current facilities aimed at young people with two thirds marking these facilities as poor.</p>		<p>CYP6: Ensure that policy requires contributions towards facilities for both children and young people as part of new development as appropriate. Promote an accessibility led approach to the determination of levels of provision required as part of new development.</p>
			<p>CYP7: Seek to provide a new children’s play area within the south of Groby. Monitor demand for children’s play areas in the urban areas, rural villages of Congerstone and Nailstone and several hamlets (Barton-in-the-Beans, Carlton, Cadeby, Dadlington, Sibson and Sutton Cheney). Should demand be sufficient, seek to provide new children’s play areas in these areas of the Borough.</p>
			<p>CYP8: Seek to allocate new facilities for young people in areas of deficiency within Hinckley, Markfield, Burbage, Earl Shilton, Desford, Groby, Bagworth and Thornton. Assess demand for young people in rural villages (Nailstone, Sheepy Magna and Witherley) and hamlets (Cadeby, Sutton Cheney, Barton-in-the-Beans and Sibson). Should demand be sufficient, seek to provide new facilities in these areas. Investigate the need to provide new facilities in areas where demand has already been identified.</p>
			<p>CYP9: Facilitate the development of the Green Infrastructure network between large residential neighbourhoods, play facilities and other green spaces. Encourage the development of facilities of sites which are easily accessible by public transport.</p>
<p>Outdoor Sports Facilities</p>	<p>The total amount of land dedicated to outdoor sports facilities is 222.03 hectares, (excluding golf courses as they tend to skew overall provision) There is a range of outdoor sports facilities provided across the Borough Findings from the household survey highlight a level of dissatisfaction with the quantity of synthetic turf pitches, tennis courts and athletics tracks in the Borough. The amount of grass pitches,</p>	<p>Hollycroft Park Bowling Club - 90% Clarendon Park - 80% Langdale Park Sports Pitch - 75% Swallows Green Football Pitch - 65% Richmond Park Football Pitch - 40%</p>	<p>OSF1: The council should seek to support and co-ordinate all partners and providers of outdoor sports facilities in order to promote a co-coordinated approach to facility provision</p>
			<p>OSF2: Protect all outdoor sports facilities from development unless criteria set out in Sport England policy are met. This should be carried out through the incorporation of appropriate policies in the LDF.</p>
			<p>OSF3: Seek to increase access to outdoor sports facilities within Hinckley & Bosworth. Developments to the Green Infrastructure network (including footpaths and cycle routes) and improvements to the public transport system will be important if this is to be achieved.</p>
			<p>OSF4: Seek to negotiate formal community use agreements of outdoor sports facilities at all schools in the Borough.</p>

	<p>bowling greens and golf courses is deemed to be acceptable. Sport in Desford was highlighted as an example of a high quality site.</p>		<p>A range of other sport specific policy recommendations are proposed. Refer to the PPG 17 report for an overview.</p>
<p>Allotments and Community Gardens</p>	<p>35 allotment sites in the Borough containing circa 700 plots. There are a further 8 allotment sites which are privately owned for which there is no data. Overall quality mark of 61%. Demand for allotments has increased in recent years and this is reflected in the size of waiting lists at sites across the Borough. 44% of respondents to the household survey indicated that provision is insufficient at present. The need for additional allotments was raised at all workshops as well as at the drop-in session at Hinckley Market.</p>	<p>Wykin Park Allotments - 75% Langdale Road Allotments - 70% Middlefield Lane Allotments - 70% Hill Hole Quarry Allotments (Markfield) - 60% Heath Court (Earl Shilton) - not accessible at time of site visit Hollycroft Allotments - not accessible at time of site visit</p>	<p>ALLOT1: Seek to enhance the quality of allotments in the Borough aiming to achieve a minimum quality score of 80%. Site assessments and consultation indicate that improvements to ancillary accommodation (example toilets and water supplies), security and safety should be prioritised.</p> <p>ALLOT2: As well as improving the function of allotments from a user perspective, ensure that management, maintenance and future planning of these sites takes into account their role in nature conservation and biodiversity</p> <p>ALLOT3: Consideration should be given to the implementation of appropriate policies to promote effective usage of allotment sites including: Providing half plots as opposed to full plots to ensure that sites can accommodate a higher number of residents Ensuring that residents only have one allotment plot at any time Promoting appropriate use of allotments</p> <p>ALLOT4: Include a policy within the LDF that protects allotments from development. Loss of allotments should only be permitted where it can be proven that the site is surplus to requirements and is unlikely to be required in future years.</p> <p>ALLOT 5: Work with all providers of allotments to ensure that untenanted plots are bought back into use. Seek to allocate new allotments in the borough, specifically within Hinckley, Burbage, Barwell and Field Head.</p> <p>ALLOT6: Ensure new housing developments contribute to any increase in demand as necessary through the inclusion of appropriate policy in the LDF. It may be necessary to consider innovative solutions to the provision of allotments, for example, the location of facilities at school sites or on the Green Wedge.</p>

			<p>ALLOT7: Consider opportunities to increase the provision of allotments in the rural villages and hamlets. Assess demand for allotments within larger parishes, in particular Sheepy Magna and Witherley, where there is currently no provision and consider the location of new sites where demand is sufficient.</p> <p>ALLOT8: Seek to increase access to allotments in Hinckley and Bosworth through the development of additional footpaths and cycle routes.</p>
Cemeteries and Churchyards	<p>39 churchyards and 9 cemeteries identified in the audit. Overall quality assessed at 77% (highest for any type of provision). Residents view the quality of cemeteries and churchyards positively, with 51% marking these types of open space as either good or excellent.</p>	<p>St Mary's (Barwell) - 80% St Mary's Churchyard (Hinckley) - 75% St Michaels (Markfield) - 75% Ashby Road Cemetery - 70% Unitarian Chapel - 70% Baptist Chapel (Earl Shilton) - 68% St Simon and St Judes (Earl Shilton) - 58% United Reform (Earl Shilton) - 58% Holy Trinity - No assessment recorded</p>	<p>CC1: The council should keep under review the opportunities for the reuse, expansion or acquisition of suitable land to ensure the continued and sustainable provision of local cemeteries. The LDF should facilitate the provision of additional burial spaces in Parish areas where new localised provision is required / desired. A standard of 0.0003 hectares per 1000 population should be used to estimate the implications of population growth. There is a need for new provision in Barwell over the LDF period.</p>
			<p>CC2: Support improvements to the quality of cemeteries and churchyards across the Borough, using the findings of the site visits to guide where and what improvements are required.</p>
			<p>CC3: Stakeholders should recognise and promote the nature conservation value of cemeteries and churchyards and develop a greater awareness of ecological management and maintenance of cemeteries and churchyards.</p>
Green Corridors	<p>A range of provision including towpaths along canals and riverbanks, cycleways, rights of way and disused railway lines. National cycle routes 52 and 63 pass through parts of the borough. Gaps in network around Hinckley, routes in Market Bosworth fragmented. Green corridors are a well used type of open space, with 70% of respondents using green corridors, with 40% doing so once or more per week. At the Parish Council workshop,</p>	No quality assessments carried out	<p>GC1: Facilitate the delivery of the strategic interventions identified in the Green Infrastructure Strategy and in Core Strategy Policy 20 by producing an Action Plan for implementation. The key priorities identified should also be considered during the preparation of the Site Allocations and Generic Development Control Policies DPD. Key priorities identified in the settlement specific spatial strategies and policies of the Core Strategy should also be implemented. The potential of the canal network for the creation of green corridors for both people and wildlife should be maximised.</p>
			<p>GC2: Incorporate green corridors and linkages into the master planning process for the SUES.</p>
			<p>GC3: Support Parish Councils (through guidance and advice) on the provision of localised routes to meet deficiencies.</p>

	<p>Ashby Road Canal was identified as an example of good practice, providing an important link between a number of settlements.</p> <p>For many Parish Councils, the creation of green corridors and access routes was a key priority moving forwards.</p>		<p>GC4: Drive a programme of improvements to enhance the quality of green corridors for recreational use, focusing in particular on the priorities identified within the Leicestershire PROWIP and local consultation.</p>
			<p>GC5: Promote the opportunities available to increase usage of green corridors. As well as increasing awareness, partnership working with the PCT and other key organisations to deliver organised opportunities should be considered.</p>
			<p>GC6: Ensure the maintenance regimes at green corridors are sympathetic to the wider role of these sites in terms of biodiversity and habitat creation.</p>

Appendix 5: Hinckley and Bosworth Green Infrastructure Study Key Findings and Interventions

Headline findings of existing green infrastructure found within the borough include:

- The National Forest area in the north east of the Borough dominates and contains most of the Borough's natural assets, mostly consisting of woodland and includes three large water bodies. Some of the Borough's rural settlements are on the periphery of the National Forest area.
- Outside of this area, natural assets are scattered with some smaller clusters around Market Bosworth, to the west of Shackerstone at Gopsall Park and Burbage Common to the east of Hinckley and Burbage.
- The agricultural landscape in the west of the Borough has few natural areas, though the river system in this area provides a natural landscape element that connects this area with the rest of the Borough, with the Ashby Canal providing another key connection between town and countryside.
- The main conurbations in the south west of the Borough have a relative scarcity of natural green space, although provision of amenity green spaces, parks and recreational spaces is fair and accounts for most of the green space provision across Hinckley, Barwell, Burbage and Earl Shilton. The main open space available to these towns is Burbage Common (shown opposite), which has a considerable biodiversity value and is an important recreational resource for these four towns and villages.
- There are few if any natural corridors connecting the towns to the surrounding rural areas, though there are several streams flowing from urban to rural areas, particularly the Ashby Canal; connecting the west of Hinckley to the northern rural areas and passing close to the nationally and regionally important Bosworth Battlefield Site.

Within Hinckley & Bosworth there are two Green Wedges: one separating Groby, Ratby, Anstey and Glenfield, and another separating Hinckley and Burbage from Barwell and Earl Shilton.

Key Interventions

Intervention Zone	Intervention Details	Potential partners to delivery
Southern Zone	<p>Burbage Common & Woods As the population continues to expand, access to the site needs to be improved. Interventions include the need to increase the size to increase community and biodiversity value, and improve access to the site particularly for pedestrians and cyclists.</p>	<p>Volunteers Adjacent land owners PROW team</p>
	<p>Hinckley Town Centre Mitigate against the urban ‘heat island’ effect by increasing the number of street trees to provide shade, and other measures including flood storage ponds</p>	<p>LCC Highways</p>
	<p>Harrow Brook Corridor Improve access at the western end of this route to allow access to the Ashby Canal. Retention and enhancement of flood storage ponds along the Battling Brook to reduce the rate of water entering the brook and increase the number of habitats along the corridor.</p>	<p>PROW team Adjacent land owners</p>
	<p>Sketchley Brook Corridor Increase the biodiversity interest of the west of Burbage by bringing parcels of land along the brook’s route that are currently in poor or unmanaged condition under suitable management.</p>	<p>Developer Parish Council</p>
	<p>Burbage Allotments Enhance the semi abandoned allotment site that separates Burbage and Hinckley as part of the east-west recreational corridor linking the Ashby Canal, Sketchley Brook, Burbage Allotments and Burbage Common.</p>	<p>Parish council</p>
	<p>Disused Railway Line (Nuneaton – Shenton Station) Develop this route as a pedestrian and cycle route from Nuneaton to some of the borough’s biggest tourist assets such as the Battlefield Line, Water Park and Battlefield site, as well as a connection to the borough’s other strategic asset, the Ashby Canal.</p>	<p>PROW team Parish councils Voluntary sector</p>

Intervention Zone	Intervention Details	Potential partners to delivery
	<p>Barwell Sustainable Urban Extension (SUE) Include measures such as retaining strategic footpath routes that pass through the site to ensure access from Barwell to the open countryside.</p>	<p>Developer Parish council</p>
	<p>Earl Shilton Sustainable Urban Extension (SUE) Protect existing access to Burbage Common and provide a recreational corridor to Burbage Common and beyond, ensure suitable crossing points over the Earl Shilton Bypass are retained to maintain the visual and physical links between Earl Shilton and the surrounding countryside.</p>	<p>Developers Town council</p>
	<p>Hinckley/Barwell/Earl Shilton/Burbage Green Wedge Maintain the green wedge between Hinckley and Barwell as it plays an important environmental and landscape protection role.</p>	<p>Parish councils</p>
	<p>Improved connections between Market Bosworth and Bosworth Water Trust Provide safe pedestrian (and possibly cyclepaths) to connect Market Bosworth and the Bosworth Water Trust and improve access between the canal, the Water Park and Market Bosworth.</p>	<p>Parish council PROW team</p>
	<p>Shackerstone Protect and enhance the village's tourism assets and create a multifunctional corridor incorporating the Gopsall Temple and Woods and the Sense Valley Forest Park near Ibstock.</p>	<p>Parish Council</p>
	<p>Bosworth Battlefield Provide a recreational route through to the Weddington Country Walk and Nuneaton to connect the Battlefield site, railway terminus and Ambion Wood, creating a 'tourism hub' for the borough.</p>	<p>Parish council LCC Country Parks service</p>
	<p>Disused Railway Line - Nuneaton to Market Bosworth Multifunctional Corridor Develop this route into a multifunctional corridor, linking into the southern zone.</p>	<p>PROW team Parish council</p>

Intervention Zone	Intervention Details	Potential partners to delivery
Western Zone	<p>Earl Shilton to Newbold Verdon Multifunctional Corridor Create a multifunctional route along the stream corridor that passes close to the two towns and encompasses patches of semi-natural ancient woodland, a scarce habitat in the Borough.</p>	<p>PROW team Parish council</p>
	<p>Gopsall Park Multifunctional Route Create a multifunctional route starting and ending at Shackerstone and encompassing several important biodiversity assets and the Gopsall Temple.</p>	<p>PROW team Parish councils</p>
	<p>River Sence Corridor Management Work with landowners to protect the River Sence and its tributaries as the key connecting feature at the landscape scale in the west of the Borough. This will enable the continued movement of species and help reduce flood risk.</p>	<p>Stepping stones Land owners</p>
	<p>Shackerstone to Ibstock Multifunctional Corridor Create a multifunctional corridor following the River Sence Corridor and connecting to the River Sence Forest Park and the Ashby Canal. Promote the extensive existing cycle network to increase the tourism potential in this part of the Borough.</p>	<p>Parish councils, Prow team Tourism officer</p>
North Eastern Zone	<p>Tourism Support Continue to develop relationships with the National Forest, Stepping Stones Project and the Charnwood Forest to enable the continued implementation of these initiatives.</p>	<p>Tourism officer</p>
	<p>Transport Corridor Disturbance Mitigation Plant trees alongside the A50 and A46 to the north and east of Groby and to the north and west of Markfield to reduce the visual and physical effects of the roads. Prioritise the area to the south of the school and college in Groby.</p>	<p>LCC highways Parish councils</p>
	<p>Redevelopment of Extraction Sites Work with existing site owners of the three main working extraction sites (Ibstock site between Bagworth Heath and Grange Wood, the quarry site to the north west of Stanton Under Bardon and the site to the south west of Newbold Verdon) to restore the sites to provide multiple green infrastructure assets.</p>	<p>LCC Land owners</p>

Intervention Zone	Intervention Details	Potential partners to delivery
	<p>Markfield to Groby: Public Access Provide multi-user and traffic free access between Markfield and Groby.</p>	Parish councils
	<p>Bagworth to Market Bosworth Multifunctional Corridor Create a multifunctional corridor following two stream corridors to connect the National Forest with the Borough's other main tourist and biodiversity asset around Market Bosworth.</p>	Parish councils National forest
	<p>Rothley Brook Corridor Management Continue the work of the Stepping Stones project to deliver an unbroken natural buffered corridor that continues to the upper reaches and to the main source at Thornton Reservoir, under a comprehensive river management programme.</p>	Stepping stones
	<p>Ratby to Desford Multifunctional Corridor Create a recreational corridor along Rothley Brook between Ratby and Desford where the stream corridor provides a landscape-scale connecting feature between the two settlements.</p>	Parish councils
	<p>Linking Assets to Long Distance Trails Link assets to the Ivanhoe Way and Leicestershire Round by additional access 'spurs' from the main route to add to the recreational and tourism interest of these promoted paths.</p>	PROW team
	<p>Improved Access around Thornton Reservoir Develop Thornton Reservoir as a major recreational feature in the north east of the borough. Provide additional multi-user access routes in conjunction with any recreational/tourism development.</p>	Severn Trent

Appendix 6: Green Space Strategy (2005 - 2010): Long Term Aims

1. To develop and maintain high quality and accessible parks and open spaces throughout the borough, providing varied leisure opportunities for all age groups in high quality landscapes.
2. Provide safe, clean and interesting play areas within reasonable distance of every child's home (no more than 600m or a 15 minute walk).
3. Address the needs of young people by developing a variety of outdoor leisure facilities and crime diversion activities specifically for teenagers.
4. Encourage active healthy lifestyles, increasing participation in sport and physical recreation by ensuring the availability of high quality sports pitches and ancillary facilities.
5. Create opportunities for people to enjoy and take part in the arts and entertainment through a programme of outdoor events and activities across the borough.
6. Manage and maintain green space to ensure the sustainability and diversity of wildlife habitats.
7. Encourage positive use of green space, tackling anti-social behaviour and reducing levels of littering and dog-fouling.
8. Improve and maintain green space to support regeneration and encourage tourism, making the borough a more attractive place to live, work and visit.
9. Raise awareness of environmental issues through educational and life-long learning programmes at green space sites.
10. Provide a high quality cemetery and bereavement service which is responsive and sympathetic to the needs of its customers.

Appendix 7: Community Engagement & Involvement Strategy

The consultations held for the improvements to Hinckley's Parks over the last 6 years have been extensive. Front end consultation (by questionnaire to every household within 500m of a park) was used to determine resident's priorities. Each park was then designed to meet each communities different needs, and designs were then further consulted on through drop in sessions at parks where designs could be viewed and commented on. New play equipment has been selected by school children from schools local to each park, and has also included the views of children with special needs. The youth council, and other groups representing young people have also chosen the equipment for their use on parks. At Burbage common consultation has involved both users and non users.

This investment in understanding exactly what each community needs from their park means we now know what each community values. On some improvements we were not able to deliver all of the improvements suggested by residents due to budget limitations. As the scale of improvements to Hinckley's Parks over the next 5 years will be smaller, it would not be appropriate, nor will we have the resources to undertake such large front end consultations. However we will be able to

use the previous consultation results to inform our improvements, and all improvements will still be available for consultation prior to implementation.

Our engagement and involvement strategy for Hinckley and Bosworth Borough Council owned green space for the duration of this delivery plan will therefore be:

In all improvements we make to council owned green space we will seek the views of local residents and users, we will listen to their views, and will ensure we deliver improvements which have the support of the majority of respondents., and continue to ensure our parks and green spaces accessible to all.

Friends groups – where a friends group exists on a site we will work in partnership with the friends group to agree an appropriate involvement framework for the site. This document will be used to inform this process, but we will ensure we listen to the friends groups opinions.

Where appropriate we will use the Borough Bulletin, councils website, community houses and park notice boards to ensure we engage with residents. We will work in partnership with the local media to engage with a wide audience on larger changes.

Large scale improvements to a site (value over £100k) - front end consultation by questionnaire to all residents living within 400m of a site will be used to determine resident's priorities. These results will then be used to inform the design of the park. Further consultation on designs will take place on site through a consultation event lasting no less than 3 hours, and through the Councils website. We will seek to develop a friends group for large scale projects to inform our improvements and deliver more sustainable benefits to the local community. NB. Argents Mead park redevelopment will be agreed via the planning process, and will be subject to a separate consultation process.

Medium scale improvements (value under £100K) and small scale Improvements (value under £50k) – previous consultation results will be assessed to determine which facilities prioritised by residents previously could be increased, and if there were any features not previously provided which residents supported. Officers will also identify any new innovative features not included in previous plans. Plans will be developed from the above and these will then be displayed in notice boards at these sites for comment, and on the Councils web site. Where we have the contact names and addresses of people who previously expressed an interest in joining a friends group for the site we will write to these people seeking their views on the proposed improvements. The views of local councillors will also be sought. Where consensus on proposals is unclear, a focus group will be held to determine which improvements to implement. NB the focus group will be randomly selected from residents who have previously commented on this site and will include 1 local councillor.

Amenity green space improvements – The views of residents living adjacent to the open space will be sought, and we will endeavour to determine how the space is currently used by asking visitors, regularly visiting the site etc. We will use this information, and the ppg17 desirable and essential standards to design improvements to the space. Designs will be displayed on the space, and on the council's web site for residents to comment (similarly to the way planning applications are displayed on developments). If the investment in the amenity green space is greater than £50k then the guidance for small scale improvements will be followed.

Play area improvements – the play value of the current play equipment will be assessed along with previous consultation results. Green space officers will then visit schools local to the play area and seek the views of children who use this play area to select new play equipment to be provided. Children with disabilities will be included in this process. NB consultation will be with children of the relevant age group. Proposals for new play equipment will be displayed on the parks notice board and the council's website for comment.

Facilities for young people – as for play area improvements except the views of young people will be sought either through the local secondary school, or through a youth group. If improvements are greater than £50k then the youth council will be asked to comment.

Natural and semi natural green space – these improvements are likely to be changes in maintenance to part of a larger site. Plans will be developed and displayed in the site notice board, and smaller notices displayed on the area to be changed indicating change is proposed and residents should look at the notice board. Residents will be able to comment to the green space team and via the council's website. If the changes proceed then small signs will be placed in the area explaining how the maintenance has been changed and why. The council will also seek to work in partnership with local schools and to set up a group of conservation volunteers to develop these areas to their full potential for wildlife.

Green infrastructure routes – the GI routes were consulted on as part of the development of the GI strategy and the core strategy for the LDF and are therefore known to have support. It is likely that the majority of these routes will be delivered through the planning process, parish councils and Leicestershire County Councils Public rights of way team. In these cases they will be subject the due process of these teams. Where HBBC is leading on delivery, then we will seek comments from residents through the Borough Bulletin and the council's websites, posters on the route etc. The views of local walking and cycling groups will also be sought.

Sports pitch improvements – we will always work in partnership with sports clubs using our sites to develop improvements to sports pitches.

Allotments – we will always seek the views of allotment holders on a site before making changes at an allotment site.

Appendix 8: Green Space Events Strategy

Introduction

Hinckley and Bosworth Borough Council's Green Space Team have historically run a number of events and activities at both Burbage Common and Hollycroft Park. These have range from major large scale events such as Burbage Common open day to smaller craft activities such as table mat making and wooden spoon animals. The numbers and varieties of events have increased over the years but without a clear strategy as to what the purpose of these are and how they contribute to the work of the section.

This strategy will rationalise all these activities in order to focus the work of the Green Spaces team in delivering events and activities that deliver HBBC's corporate objectives and also the objectives set out in the Business and Street Page 57 Service improvement plan.

It will also give direction with regards to working with partners and volunteers to help deliver this programme of events and improve and develop our green spaces.

Criteria

Events and activities delivered by the Green Spaces team will need to demonstrate that they fulfill at least one of HBBC's corporate aims.

It is also important to ensure they come within the objectives of the Green Space delivery plan and that they fall within at least one of the following categories:

- Education – events should offer an element of education with regards to wildlife conservation, the environment or ecology.
- Healthy living – events should offer an element of physical or mental well being.
- Develop the Green Space – events should help with the future development and quality of the park or open space.
- Value for money – events must be able to show they can offer value for money.

Public Feedback

It is important to ensure that the events strike a balance between what the public want and Green Spaces remit and the criteria specified.

We will therefore carry out the following elements of consultation to ensure we continue to offer events and activities that fulfill the needs of the community:

- Customer satisfaction and feedback forms will be handed out at the end of an event/activity.
- Consultation with Friends Groups, volunteers and other user groups.

Promotion of events and use of Parks and open spaces

A system of promoting events and activities will be agreed to ensure all events and activities are promoted appropriately for their size. Events and activities will be promoted corporately through HBBC's communication section using the following process:

- All events being delivered by the Green Spaces team will be added to an annual corporate Communication plan, this plan will have the details of the event, what types of promotion will be required and when the promotional material should be distributed.

Events and activities will be promoted using the following means:

- Posters (in parks notice boards, town centre notice boards and other locations dependent on the size of the event), Fliers in local schools, Press Releases, The Borough Bulletin and HBBC web site.

The communication plan is a live document and should be reviewed in line with any further planned events, but at least every quarter.

People will be asked where they learnt about the event through their feedback forms and this will be reviewed alongside the satisfaction reports.

Partnership working

Where appropriate the running of certain events will be outsourced to other organisations and partners. The Green Spaces team will offer any necessary support and guidance to ensure these are run to the required standard.

In the case of larger events or a series of events a standard agreement will be drawn up between HBBC and the organisation to ensure parameters are set.

We currently have an agreement with the Friends of Hollycroft Park group to run a series of summer band concert events at Hollycroft Park and with Leicestershire Wildlife Trust to run a series of environmental education events at Burbage Common during the Easter and Summer school holidays.

If 'Friends of' groups are established at other HBBC parks and open spaces, The Green Spaces team will offer initial support to these groups with the planning and running of events and activities. Groups will also be given guidance in applying for funding opportunities to help set up and run these events.

The Green Spaces team will highlight the opportunity for the use of its parks and open spaces as possible venues for outside groups and organisations to hold events. This will be promoted through the Council web site, through the Borough Bulletin and any other appropriate channels.

An events pack is available for groups who are interested in holding events on HBBC's parks and open spaces to ensure correct procedures are followed. There maybe a need to revue this document to ensure it is user friendly.

Friends Groups, User Groups and Volunteers

Hinckley and Bosworth Borough Council Green Spaces will actively encourage the setting up of friends groups, user groups and volunteers on its community park sites and main countryside sites. This is seen as a key factor in the continued development of sites. We will achieve this using the following methods:

- Site posters – to encourage people to come forward if they are interested in joining/forming a group.
- Recruiting people at events.
- Information on the web site
- Via customer services team – people can be signposted to joining a group when phoning to report and issue regarding a particular park.

After the initial establishment and support, it is anticipated that these groups will become a major factor in the continued development and management of HBBC's key parks and open spaces. Friends groups and other similar groups can offer the following benefits:

- They will offer a core of people who have a keen interest in the particular site.
- Ensure members of the local community have their voices heard
- Offer volunteer time and effort into running events.
- Can gain access to a range of grant funding.
- Act as extra eyes and ears for the site.
- Bring local knowledge to decision making
- Bring members of the community together.

Sustainability

Existing groups such as Burbage Common Volunteers and Friends of Hollycroft Park will continue to be supported and developed this will include, formalising constitutions, encouraging more input into decision making and site management, greater participation in running and organising events, steering site development and working towards green flag award criteria.

With the success of creating further groups, and depending on the number of these groups there may be opportunities and a need in the future for further support, this could be in terms of training opportunities, helping to facilitate events, attending monthly meetings. This will help to sustain the group's membership increase capacity, allowing them to work independently, but in partnership with HBBC.

Appendix 9. Open Space Study Quality Audits for Hinckley sites

Site ID	Site Name	Settlement	Ownership	Type of Open Space	Open Space Name	"Cleanliness and maintenance"	"Security and safety"	"Vegetation"	"Ancillary Accommodation"
	The Rock Gardens	Hinckley	HBBC	1	Formal Parks	Good	Good	Good	Good
14	Argent's Mead & Memorial Gardens	Hinckley	HBBC	1	Formal Parks	Good	Good	Good	Good
16	Hollycroft Park	Hinckley	HBBC	1	Formal Parks	Very good	Very good	Very good	Very good
17	Clarendon Park	Hinckley	HBBC	1	Formal Parks	Average	Good	Good	Average
18	Granville Road Rec Ground	Hinckley	HBBC	1	Formal Parks	Average	Average	Average	Good
19	Queen's Park	Hinckley	HBBC	1	Formal Parks	Average	Good	Good	Average
20	Wykin Park	Hinckley	HBBC	1	Formal Parks	Good	Good	Good	Good
21	Langdale Park	Hinckley	HBBC	1	Formal Parks	Good	Good	Good	Good
22	Swallows Green	Hinckley	HBBC	1	Formal Parks	Good	Good	Good	Average

Site ID	Site Name	Settlement	Ownership	Type of Open Space	Open Space Name	"Cleanliness and maintenance"	"Security and safety"	"Vegetation"	"Ancillary Accommodation"
23	Richmond Park	Hinckley	HBBC	1	Formal Parks	Average	Average	Good	Good
46	Harwood Drive	Hinckley	HBBC	2	Natural and Semi Natural	Poor	Poor	Poor	Very poor
60	The Paddock	Hinckley	Private (Paynes Garage)	2	Natural and Semi Natural	Average	Good	Average	N/A
83	Battling Brook	Hinckley	HBBC	3	Green Corridors	Good	Good	Good	Good
85	Applebees Meadow	Hinckley	Developer / HBBC	3	Green Corridors				
88	Ashby Road canal	Hinckley	British waterways	3	Green Corridors				
90	Newquay Close	Hinckley	HBBC	5	Amenity Green Space	Average	Average	Average	Very poor
91	Field Close	Hinckley	HBBC	5	Amenity Green Space	Good	Average	Average	Average
92	Barlestone Drive	Hinckley	HBBC	5	Amenity Green Space	Good	Good	Good	Very poor
93	Laxford Close	Hinckley	HBBC	5	Amenity Green Space	Good	Good	Good	Average
94	Odstone Close	Hinckley	HBBC	5	Amenity Green Space	Good	Average	Good	Very poor
95	Canal Way	Hinckley	Developer / HBBC	5	Amenity Green Space	Good	Average	Good	Very poor

Site ID	Site Name	Settlement	Ownership	Type of Open Space	Open Space Name	"Cleanliness and maintenance"	"Security and safety"	"Vegetation"	"Ancillary Accommodation"
96	Clifton Way	Hinckley	HBBC	5	Amenity Green Space	Good	Average	Good	Very poor
97	Roston Drive	Hinckley	HBBC	5	Amenity Green Space	Good	Average	Good	Very poor
98	Weston Close	Hinckley	HBBC	5	Amenity Green Space	Average	Average	Average	Very poor
99	Brodick Road	Hinckley	HBBC	5	Amenity Green Space	Good	Good		
103	Battling Brook flood retention basin	Hinckley	HBBC	5	Amenity Green Space	Average	Average	Very poor	Poor
105	Waterside Park flood retention basin	Hinckley	HBBC / Developer	5	amenity Green Space				
106	Brentfield Drive	Hinckley	HBBC	5	Amenity Green Space	Average	Poor	Poor	Poor
107	Brodick Close	Hinckley	HBBC	5	Amenity Green Space	Average	Average	Poor	Very poor
108	Leven Close	Hinckley	HBBC	5	Amenity Green Space	Average	Average	Average	Very poor
109	Lochmore Close	Hinckley	HBBC	5	Amenity Green Space	Average	Average	Average	Very poor

Site ID	Site Name	Settlement	Ownership	Type of Open Space	Open Space Name	"Cleanliness and maintenance"	"Security and safety"	"Vegetation"	"Ancillary Accommodation"
110	Lochmore Close	Hinckley	HBBC	5	Amenity Green Space	Average	Average	Poor	Very poor
111	Linwood Close	Hinckley	HBBC	5	Amenity Green Space	Average	Average	Average	
112	Erskine Close	Hinckley	HBBC	5	Amenity Green Space	Good	Average	Average	Very poor
113	Aulton Crescent	Hinckley	HBBC	5	Amenity Green Space	Good	Average	Average	Very poor
114	Gowrie Close	Hinckley	HBBC	5	Amenity Green Space	Very poor	Poor	Very poor	Poor
115	Wykin Linear Park	Hinckley	HBBC	5	Amenity Green Space	Good	Good	Good	Very poor
116	Landseer Drive	Hinckley	Developer	5	Amenity Green Space	Good	Average	Average	Very poor
117	Middlefield Lane	Hinckley	HBBC housing	5	Amenity Green Space	Average	Average	Poor	Very poor
118	Falmouth Drive	Hinckley	HBBC	5	Amenity Green Space	Average	Good	Average	Average
119	Wendover Drive	Hinckley	HBBC	5	Amenity Green Space	Good	Good	Average	Very poor
120	Barwell Lane	Hinckley	HBBC	5	Amenity Green Space	Average	Average	Average	Very poor

Site ID	Site Name	Settlement	Ownership	Type of Open Space	Open Space Name	"Cleanliness and maintenance"	"Security and safety"	"Vegetation"	"Ancillary Accommodation"
121	Woburn Close	Hinckley	HBBC	5	Amenity Green Space	Good	Average	Average	Very poor
122	Warwick Gardens	Hinckley	HBBC	5	Amenity Green Space	Good	Average	Average	Very poor
123	Darwin Close	Hinckley	HBBC	5	Amenity Green Space	Average	Average	Average	Average
124	Harwood Drive	Hinckley	HBBC	5	Amenity Green Space	Average	Average	Average	Very poor
125	Ribblesdale Ave	Hinckley	HBBC	5	Amenity Green Space	Good	Average	Average	Very poor
126	Coppice Close	Hinckley	HBBC	5	Amenity Green Space	Good	Average	Average	Very poor
127	Saville Close	Hinckley	HBBC	5	Amenity Green Space	Average	Average	Average	Poor
128	Trinity Vicarage Road	Hinckley	HBBC	5	Amenity Green Space	Average	Good	Poor	Very poor
183	Leisure Centre Grounds	Hinckley	HBBC	5	Amenity Green Space	Good	Average	Good	Average
193	Paddock Way	Hinckley	Developer / HBBC	5	Amenity Green Space	Average	Good	Average	Average
211	Netherley Court	Hinckley	HBBC	5	Amenity Green Space	Poor	Average	Average	Average

Site ID	Site Name	Settlement	Ownership	Type of Open Space	Open Space Name	"Cleanliness and maintenance"	"Security and safety"	"Vegetation"	"Ancillary Accommodation"
212	Ferndale Grove	Hinckley	HBBC	5	Amenity Green Space	Good	Good	Average	Average
223	Mount Road Car Park	Hinckley	HBBC	5	Amenity Green Space	Good	Average	Average	Good
227	Barrie Road	Hinckley	HBBC	5	Amenity Green Space	Very good	Good	Good	Very poor
228	Waterside Park	Hinckley	Developer / HBBC	5	Amenity Green Space	Average	Average	Average	Very poor
229	Long Meadow Drive	Hinckley	Developer / HBBC	5	Amenity Green Space	Poor	Average	Poor	Very poor
243	Preston Road	Hinckley	HBBC	5	Amenity Green Space	Poor	Poor	Poor	Poor
269	Ashby Road	Hinckley	Private	7	Allotments and Community Gardens	Average	Average	Good	Very poor
271	Hollycroft / Clives way	Hinckley	HBBC	7	Allotments and Community Gardens				
272	Langdale Road	Hinckley	HBBC	7	Allotments and Community Gardens	Good	Good	Good	Very poor

Site ID	Site Name	Settlement	Ownership	Type of Open Space	Open Space Name	"Cleanliness and maintenance"	"Security and safety"	"Vegetation"	"Ancillary Accommodation"
273	Wykin Park Allotments	Hinckley	HBBC	7	Allotments and Community Gardens	Good	Average	Good	Good
274	Middlefield Lane	Hinckley	HBBC	7	Allotments and Community Gardens	Good	Good	Good	Very poor
296	Ashby Road Cemetery	Hinckley	HBBC	8	Cemeteries and Churchyards	Good	Average	Average	Good
297	Unitarian Chapel	Hinckley	HBBC	8	Cemeteries and Churchyards	Good	Good	Average	Average
306	St Mary's Churchyard	Hinckley	HBBC	8	Cemeteries and Churchyards	Good	Good	Good	Average
342	North Works College Playing Field	Hinckley	LCC	4	Outdoor Sports Facilities	Average	Average	Good	Average
346	Battling Brook School Playing Field	Hinckley	LCC	4	Outdoor Sports Facilities	Good	Good	Average	Average

Site ID	Site Name	Settlement	Ownership	Type of Open Space	Open Space Name	"Cleanliness and maintenance"	"Security and safety"	"Vegetation"	"Ancillary Accommodation"
347	Mount Grace high School Playing Fields	Hinckley	LCC	4	Outdoor Sports Facilities	Good	Good	Good	Average
348	John Cleveland College Playing Fields	Hinckley	LCC	4	Outdoor Sports Facilities	Good	Very good	Good	Good
349	Westfield School	Hinckley	LCC	4	Outdoor Sports Facilities	Good	Average	Good	Average
350	Redmoor High School	Hinckley	LCC	4	Outdoor Sports Facilities	Good	Good	Average	Average
368	Hinckley Golf Club	Hinckley	Private	4	Outdoor Sports Facilities	Very good	Good	Very good	Very good
384	Ashby Road Sports Club	Hinckley	Private	4	Outdoor Sports Facilities	Average	Average	Good	Average
385	North Warwickshire & Hinckley College	Hinckley	LCC	4	Outdoor Sports Facilities	Average	Average	Average	Average
390	Hinckley Football Cricket Rugby Clubs	Hinckley	Private	4	Outdoor Sports Facilities				

Site ID	Site Name	Settlement	Ownership	Type of Open Space	Open Space Name	"Cleanliness and maintenance"	"Security and safety"	"Vegetation"	"Ancillary Accommodation"
400	Hammond's Sports Pitch	Hinckley	Private	4	Outdoor Sports Facilities	Good	Good	Good	Average
407	Richmond Primary School	Hinckley	LCC	4	Outdoor Sports Facilities	Average	Average	Average	Average
409	St Peter's Catholic PS	Hinckley	LCC	4	Outdoor Sports Facilities	Good	Good	Average	Average
422	Hollycroft Park Bowling Green	Hinckley	HBBC	4	Outdoor Sports Facilities	Very good	Good	Very good	Good
423	Hollycroft Park Tennis Courts	Hinckley	HBBC	4	Outdoor Sports Facilities	Very good	Good	N/A	Good
424	Hollycroft Park Golf Course	Hinckley	HBBC	4	Outdoor Sports Facilities	Very good	Good	Good	Good
425	Clarendon Park Sports Pitches	Hinckley	HBBC	4	Outdoor Sports Facilities	Average	Average	Good	Average
426	Langdale Park Sports Pitch	Hinckley	HBBC	4	Outdoor Sports Facilities	Good	Good	Good	Good
427	Swallows Green Football Pitch	Hinckley	HBBC	4	Outdoor Sports Facilities	Good	Good	Good	Average

Site ID	Site Name	Settlement	Ownership	Type of Open Space	Open Space Name	"Cleanliness and maintenance"	"Security and safety"	"Vegetation"	"Ancillary Accommodation"
428	Richmond Park Football Pitch	Hinckley	HBBC	4	Outdoor Sports Facilities	Average	Average	Average	Good
450	Waterside Park Play Area	Hinckley	Developer / HBBC	6	Children	Very good	Good	N/A	Good
462	Middlefield Inn	Hinckley	Private (site now demolished)	5	Amenity Green Space	Very poor	Very poor	Very poor	Poor
463	Clarendon Park MUGA	Hinckley	HBBC	10	Young People	Good	Average	N/A	Average
464	Clarendon Park Play Area	Hinckley	HBBC	6	Children	Good	Good	Good	Good
465	Granville Road Rec Ground & Play area	Hinckley	HBBC	6	Children	Good	Good	N/A	Good
466	Queens Park Play Area	Hinckley	HBBC	6	Children	Average	Average	N/A	Average
467	Wykin Park MUGA	Hinckley	HBBC	10	Young People	Average	Average	N/A	Good
468	Wykin Park Play Area	Hinckley	HBBC	6	Children	Good	Good	Good	Very good
469	Langdale Park BMX Track	Hinckley	HBBC	10	Young People	Average	Average	N/A	Average

Site ID	Site Name	Settlement	Ownership	Type of Open Space	Open Space Name	"Cleanliness and maintenance"	"Security and safety"	"Vegetation"	"Ancillary Accommodation"
470	Langdale Park Ball Court	Hinckley	HBBC	10	Young People	Good	Very good	N/A	Good
471	Langdale Park Play Area	Hinckley	HBBC	6	Children	Good	Good	N/A	Good
472	Richmond Park MUGA	Hinckley	HBBC	10	Young People	Good	Good	N/A	Good
474	Wykin Park BMX Track	Hinckley	HBBC	10	Young People	Good	Average	Good	Good
475	Swallows Green Play Area	Hinckley	HBBC	6	Children	Good	Good	N/A	Good
476	Swallows Green Play Area	Hinckley	HBBC	6	Children	Average	Good	Average	Good
477	Swallows Green MUGA	Hinckley	HBBC	10	Young People	Good	Good	N/A	Very poor
478	Preston Road Play Area	Hinckley	HBBC	6	Children	Very poor	Very poor	N/A	Poor
522	Sweet Pea bowling club	Hinckley	Private	4	Outdoor Sports Facilities				
705	Waterside Park	Hinckley	Developer / HBBC	5	Amenity Green Space	Average	Average	Average	Very poor

Site ID	Site Name	Settlement	Ownership	Type of Open Space	Open Space Name	"Cleanliness and maintenance"	"Security and safety"	"Vegetation"	"Ancillary Accommodation"
706	Redmoor High School	Hinckley	LCC	4	Outdoor Sports Facilities	Good	Very good	N/A	Good
707	Hinckley Boys Club/Tom Towers FC	Hinckley	Private (Hinckley centre for young people)	4	Outdoor Sports Facilities	Good	Good	N/A	Very poor
713	John Cleveland college tennis courts	Hinckley	LCC	4	Outdoor Sports Facilities				
714	Battling Brook School STP	Hinckley	LCC	4	Outdoor Sports Facilities	Good	Good	N/A	Average
720	Hinckley Football Cricket Rugby Clubs STP	Hinckley	Private	4	Outdoor Sports Facilities	Good	Good	N/A	Good
721	Hinckley Football Cricket Rugby club's tennis courts	Hinckley	Private	4	Outdoor Sports Facilities	Good	Good	N/A	Good
723	Ashby rd NSN	Hinckley	Private	2	Natural and Semi Natural				
724	Clarendon Park Nature Walk	Hinckley	HBBC	2	Natural and Semi Natural	Average	Good	Good	Average

Site ID	Site Name	Settlement	Ownership	Type of Open Space	Open Space Name	"Cleanliness and maintenance"	"Security and safety"	"Vegetation"	"Ancillary Accommodation"
726	John Cleveland college stp	Hinckley	LCC	4	Outdoor Sports Facilities				

Appendix 10 Management of New Public Open Space

Guidance for the Management of New Public Open Space within Hinckley & Bosworth

This guidance establishes the principles for the management of new Public Open Spaces within the Borough of Hinckley & Bosworth.

The mechanism for calculating commuted sums from developers is derived from the Play and Open Space Guide Supplementary Planning Document, which provides guidance for planning permission applicants on what level of financial contribution they will be required to pay for the provision of play facilities and/or open spaces.

New Open Spaces, Ownership/Management /Delivery

This Council's preferred option is for developers to transfer the ownership and management of the new open space to either HBBC or the relevant Parish Council within the Borough. Within parished areas open spaces will always be transferred to the relevant parish council in the first instance. Where a Parish council is unable to adopt the land then HBBC will (if practical) adopt the land. A commuted sum for grounds maintenance should be agreed in line with the Councils Play & Open Space Guide.

The benefits of this are that it is tried and tested, and that the open space is fully accessible to the general public. That a good standard of grounds maintenance will be delivered and that the site will continue to be developed in line with the community requirements.

There are several other options of management for new open space which includes charitable trust, management companies, partnerships and other organisations such as Wildlife Trust etc. All of the options have advantages and disadvantages. For any of these to be considered by the authority, the developer / landowner should enter into negotiations with the authority's Planning, Green Spaces and Legal Teams. These negotiations will seek to establish parameters concerning ownership and management of the new public open space. Some of the items that would need to be agreed are detailed below:-

Charitable Trusts

- Establish who will own the site.
- Which partnerships are to be involved.
- Identify funding opportunities, grants etc.
- Establishment of a parks office/ community building and the process of appointment for staff to develop and maintain site.
- How the Trust will involve the local community.
- Clear remit – aims and objectives for the site.

Management Company

- The levels of local community involvement and long term ownership of the open space.
- Any future costs for residents.
- The status of the land whether it is permissive rather than public open space.
- A Legal agreement ensuring full public rights of access in perpetuity.
- Establish a long term view of the open space by developer/management company.
- A legal agreement to set out specifications for expected levels of site grounds maintenance.

- Agree what happens if the developer/management company fail to maintain the green spaces to a satisfactory standard or they go out of business? Legal agreement and bond so that if there is a default the local authority can take over responsibility.
- The type of management company:-
 1. A Resident management company where residents run a company to manage the open space.
 2. Management company employed by a landowner, where the landowner or developer retains ownership of the open space.
 3. Management company owning the land, where ownership is passed to a management company who are responsible for the green space. The company may be a non- profit making company working across the country (e.g. the Green Belt Group).

Partnerships

- Which organisation are partners.
- Members of the Management Committee.
- Who retain ownership of the land?
- Service agreements
- Finance and funding

Other Organisations

- Conservation and other organisations enter into agreements with the local authority, developer or land owner to manage the open space where there is a particular conservation interest.

Summary

The authority with the above options only seeks to secure and establish a legacy that all public open spaces within the borough of Hinckley & Bosworth are managed and maintained for the benefits of its residents and visitors.

Appendix 11. Themes and Priorities for the Delivery Plan

The following are the key themes and priorities for the Green Space Delivery Plan. This section sets out how these link to the Planning Policy Guidance (PPG)17 document, (which deals with sport and recreation provision and the provision and safeguarding of open space which has recreation value), the long term aims under each key theme and the priorities for delivering these themes.

1. Green Space Quality

Continue to improve the quality of green space provision, with an emphasis on improving amenity green space and those sites identified within the PPG 17 assessment.

PPG17 Policies linking to this theme which the delivery plan will focus on delivering:

Parks and Gardens (PG)1 – enhance the quality of formal parks

Natural and Semi-natural (NSN)1, 2 – enhance quality of country parks and areas of natural and semi natural open space

Amenity Green Space (AGS)1, 2, 6 – enhance the quality of amenity green space prioritising lower quality sites, and allocate new amenity green space in areas lacking in provision (East of Hinckley town centre and west Hinckley).

Children and young People (CYP) 1,3,4 – enhance the quality of children’s play areas and facilities for young people and upgrade traditional play facilities with those which are challenging and exciting and may include natural play. (Improvements to cleanliness, maintenance, security and safety key within young peoples facilities)

Allotments (ALLOT)1 – enhance quality of allotments

Cemetery’s and Churchyards (CC)2 – improve the quality of cemeteries and churchyards

Green Corridors (GC)4 – enhance quality of green corridors for recreational use focusing on priorities within the Leicestershire Public Rights of way improvement Plan (PROWIP).

Green space strategy long term aims which link to this theme are:

GS7 – Encourage positive use of green space, tackling antisocial behaviour and reducing levels of littering and dog fouling

GS1 – develop and maintain high quality and accessible parks and open spaces

GS2 – provide safe, clean and interesting play areas within a 15 minute walk of every childs home

GS3 – develop a variety of outdoor leisure facilities specifically for young people

GS10 – provide a high quality cemetery and bereavement service

GS8 – Improve and maintain green space to support regeneration and tourism and make the Borough a more attractive place to live, work and visit.

Priorities within this theme will therefore be:

- Ensure the Clean Neighbourhood strategy is followed on green spaces including promoting responsible dog ownership, reducing dog fouling and littering, removing all abandoned vehicles and fly tipping within 24hours of being reported, respond to vandalism within 48 hours of reporting.
- Through Project Endeavour seeking to improve people’s feelings of personal safety in green spaces, and address antisocial behavior issues as they arise.
- Seeking developer contributions to develop and enhance existing green spaces (all PPG17 types) in Hinckley (PPG17 quality audit and policies have been used to identify improvements listed in Appendix 10). Improvements will be subject to consultation as per appendix 7.
- Ensure new residential developments provide on site open space where they are large enough to enable them to do so.
- Develop and enhance the variety, quality and accessibility of children and young peoples play
- Encourage use of the Parish and Community Initiative fund by Parish Councils to improve green spaces.
- Assess access to green spaces by public transport and if necessary seek to increase this.
- Improve the quality of amenity green space in Hinckley through landscaping and ancillary facilities.
- Achieving Green flag standard at Council maintained green spaces

- On going commitment to improving the quality of grounds and tree maintenance by Council staff
- In partnership with funeral directors and memorial masons seek to improve the cemetery service, and ensure the safety of visitors

2. Health & Activity

Encourage active and healthy lifestyles.

PPG17 Policies linking to this theme which the delivery plan will focus on delivering:

Outdoor Sports Facilities (OSF)4 – negotiate formal community agreements for use for outdoor sports facilities at schools

GC5 – promote opportunities to increase use of green corridors (awareness and partnership with Primary Care Trust and others)

ALLOT 3, 5 – promote effective use of allotment sites, work with providers to ensure full use and allocate new allotments in Hinckley

Green space strategy long term aims which link to this theme are:

GS4 – encourage active healthy lifestyles increasing participation in sport and physical recreation by ensuring the provision of high quality sports pitches and ancillary facilities

Priorities within this theme will therefore be:

- **Improve the quality of council owned outdoor sports facilities**
- **Seek community access to schools sports facilities**
- **Seek to support and co-ordinate all partners and providers of outdoor sports facilities to ensure a co-coordinated approach to provision**
- **Improving the quality of allotments**
- **Seek to provide additional allotments, and maximize occupancy and utilization of the allotment land available**
- **Seek to develop alternatives to traditional allotment provision e.g. garden share, community growing.**
- **Improve opportunities to use green corridors for activities such as walking, cycling and horse riding**

4. Green Infrastructure

Support the Green Infrastructure Interventions proposed in the Hinckley & Bosworth Green Infrastructure Strategy in order to help ensure that there is a network of adaptable and multifunctional green spaces across the Borough.

PPG17 Policies linking to this theme which the delivery plan will focus on delivering:

PG8 – increase access to formal parks through development of new and enhancement of existing green infrastructure

NSN6 – increase access to NSN through developing the GI network by providing foot and cycle paths

OSF3 – increase access to outdoor sports facilities through developing the GI network and links to public transport

PG7 – provide natural or semi natural open space within existing formal parks to alleviate deficiencies

NSN5 – Create new accessible natural and semi natural open space by creating new spaces, incorporating natural areas into parks and improving access to sites which are currently inaccessible.

CYP9 – facilitate the development of the GI network between large residential neighbourhoods, play facilities and other green spaces.

GC3 – support parish councils (through guidance and advice on the provision of localized routes to meet local deficiencies

Priorities within this theme will therefore be:

- **Development of GI network**
- **Contribute to increasing the multifunctional nature of existing green space by increasing natural and semi natural green space through management and maintenance changes (see biodiversity priorities below). This will include providing semi natural green space within all formal parks except Argents Mead, and green corridors**
- **Seek to negotiate and improve access to sites which are currently inaccessible.**
- **Work with LCC PROW team**
- **Work with other organizations to help facilitate the strategic interventions proposed as part of the development of the strategic GI network.**

4. Biodiversity

Change management and maintenance of sites to increase biodiversity.

The following PPG17 policies relate to biodiversity which also contribute to the GI outcome:

PG3 – incorporate sustainable management techniques to promote biodiversity and create a healthy ecosystem at parks

NSN1,2 – practice sympathetic management techniques at wildlife sites, and sites of importance for conservation and biodiversity

ALLOT2 – ensure that management, maintenance and future planning of allotments considers biodiversity.

GC6 – ensure maintenance regimes at green corridors is sympathetic to biodiversity and nature conservation.

CC3 – promote the nature conservation value of cemeteries and churchyards and develop a greater awareness of ecological management of these sites.

Green space strategy long term aims which link to this theme are:

GS6 – Manage and maintain green space to ensure the sustainability and diversity of wildlife habitats

Priorities within this theme will therefore be:

- **Management of council owned natural and semi natural green space to enhance biodiversity and nature conservation**
- **Management of other green space types to increase biodiversity e.g. closed churchyards and cemeteries, allotments, green corridors and formal parks**
- **Changes to grounds maintenance to reduce the environmental impact of our operations (ongoing reduction in use of herbicides, acquisition of machinery for meadow management etc)**
- **Maintain partnerships with conservation groups such as The Conservation Volunteers and Leicestershire and Rutland Wildlife Trust.**

Cross cutting themes

1. Community Involvement, Awareness & Events

Engage with and empower local communities to become actively involved in the management of local green spaces, supporting the Government's Big Society initiative. Ensure that green spaces provide a variety of leisure, recreation and play opportunities for people of all ages and raise awareness of green spaces and environmental issues through promotion, education and lifelong learning.

PPG17 Policies linking to this theme which the delivery plan will focus on delivering:

PG2 – support existing and create new friends groups

Green space strategy long term aims which link to this theme are:

GS 9 – raise awareness of environmental issues through educational and life long learning programmes at green spaces. To ensure delivery is focused on achieving this aim a strategy has been developed which is shown in Appendix 8.

GS5 – create opportunities for people to enjoy and take part in the arts and entertainment through a programme of outdoor events and activities.

The initial green space strategy included policies (9&10) which related to consultation and local delivery which are still very relevant to this delivery plan and therefore the following will also be included within this theme: - consulting with local communities when making decisions about local green spaces (see appendix 7 for details of the strategy developed) and supporting parish councils to develop their own delivery plans.

Priorities within this theme will therefore be:

- **Consulting with local communities when making key decisions about green spaces, following the guidance within the community engagement and involvement strategy in appendix 7**

- **Working with local communities and other providers to manage, develop and promote green spaces**
- **Support existing and encourage new friends groups, volunteer groups and other mechanisms which transfer delivery to local communities.**
- **Work with parish councils to enable them to develop their own green space delivery plans**
- **Provide a varied programme of events and activities which comply with the green space events strategy in appendix 8**

Promote and increase awareness of ALL green spaces in the Borough

2. Funding

Given the current economic climate, seek to identify new mechanisms for funding open space improvements.

Priorities within this theme will therefore be:

- **Maximising external funding for green spaces**
- **Identifying income sources which do not deter use of green spaces**
- **Where capacity exists within the service, seek to generate income to support the service delivery, and reduce the cost of the service.**
- **Maximising use of the s106 developer contributions available for green space improvements.**

FULL COUNCIL – 1ST JULY 2014

RE: APPROVAL OF REFRESHED COMMUNITY PLAN 2014 - 2018

REPORT OF DEPUTY CHIEF EXECUTIVE – COMMUNITY DIRECTION



Hinckley & Bosworth
Borough Council

A Borough to be proud of

WARDS AFFECTED: ALL WARDS

1. PURPOSE OF REPORT

- To present the refreshed Hinckley and Bosworth Community Plan

2. RECOMMENDATION

- For members to note and approve the Hinckley & Bosworth Community Plan 2014 – 2018

3. BACKGROUND TO THE REPORT

3.1 The Community Plan sets out the long term vision for the Borough of Hinckley & Bosworth, and details the priorities, and the arrangements, to ensure we continuously improve the quality of life for the communities of the Borough.

3.2. The Community Plan is overseen by the Hinckley & Bosworth Local Strategic Partnership (LSP), which brings together senior representatives from the key partner/stakeholder organisations responsible for the provision of local services, including: the local authority, county council, police, education sector, public health, private sector and the voluntary and community sector. The aim is to ensure effective partnership/joined up working to deliver our collective priorities.

3.3. The LSP is supported by a number of key delivery partnerships, responsible for delivering the community plan priorities. Each of these partnerships has detailed delivery plans, and reports performance to the LSP on a regular basis. Subsequently the LSP makes recommendations, where appropriate, to improve performance and delivery arrangements.

3.4. In addition to the regular reporting arrangements, the LSP holds an annual review event to understand and assess overall progress during the year, and makes recommendations to inform key delivery partnership plans for the following year. Please note each of the partnerships has its own arrangements for ongoing consultation to inform emerging priorities.

3.5. Community Plan Refresh

3.6. The Community Plan is refreshed on a regular basis, and where practically possible to align with the refresh of the authority's Corporate Plan.

3.7. The refreshed Community Plan has been informed through the arrangements detailed above (paragraphs 3.3. and 3.4.), but also by a State of the Borough review exercise in September 2013, aimed at understanding high level

progress made in relation to our priorities, since the publication of the last Community Plan in 2010.

3.8. Leicestershire Together is the countywide LSP, which sets out the countywide priorities for Leicestershire in the Sustainable Community Strategy. The Hinckley & Bosworth Community Plan contributes to the delivery of these wider priorities, but is informed by local needs.

3.9. The refreshed Community Plan was agreed by the LSP Board at its annual review meeting on 14th March 2014, and is attached at Appendix 1 (please note a colour copy will be circulated at the meeting).

4.0. FINANCIAL IMPLICATIONS [KP]

4.1 There are no financial implications arising directly from the content of this report. Any contributions to relevant partnership arrangements included in the Plan would be subject to additional reports and financial implications.

5. LEGAL IMPLICATIONS [MP]

None arising from this report

6. CORPORATE PLAN IMPLICATIONS

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

7. CONSULTATION

The refreshed community plan 2014 – 2018 has been informed through ongoing consultation via the key delivery partnerships, and key State of the Borough evidence to inform ongoing and emerging priorities.

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 identified from this assessment:

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
Lack of joined up/partnership	Ongoing review,	Edwina

approach to the identification, ownership, delivery and monitoring of Borough priorities	development and delivery of a multi partner owned Community Plan	Grant
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9. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

The specific purpose of the Community Plan is to set out priorities for the Borough, based on evidence and ongoing consultation with communities and key partners, to ensure resources are focused on priority needs, across all geographical areas including rural Hinckley & Bosworth.

10. 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
- Planning Implications
- Voluntary Sector

Background papers:None

Contact Officer: Edwina Grant, Ext 5629

Executive Member: Cllr David Bill

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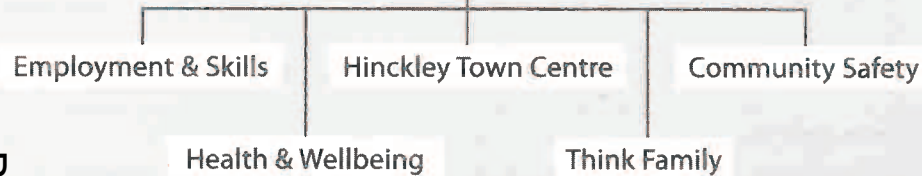
Governance/Reporting Arrangements Hinckley and Bosworth Local Strategic Partnership

Hinckley & Bosworth Local Strategic Partnership
TOWARDS A BETTER BOROUGH

REPRESENTATIVES OF KEY AGENCIES

Sets strategic direction for the delivery of the community plan priorities, accountable to the community and partner agencies

KEY DELIVERY PARTNERSHIPS



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Further information

For more information about the Hinckley & Bosworth Community Plan, work of the LSP Board or the key delivery partnerships contact:

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Hinckley & Bosworth Local Strategic Partnership
TOWARDS A BETTER BOROUGH



Hinckley & Bosworth Community Plan

April 2014 - March 2018

What is the Community Plan?

The Community Plan details the long term vision for the Borough of Hinckley and Bosworth, and sets out the priorities for tackling the most important challenges facing the Borough in achieving this vision. The priorities have been informed by evidence gathered through ongoing public consultation and research.

The Community Plan also sets out the arrangements in place, to ensure we can measure the impact of the work undertaken, in improving the quality of life for the communities of the Borough.

Our priorities for improving the borough:

- Getting people into jobs and creating a thriving local economy
- Keeping everyone safe
- Enabling good health and wellbeing for everyone
- Giving children the best start in life
- Supporting those most in need

How will we work to achieve this?

This will be achieved by working together – bringing together all of the organisations providing local services, including the local authority, the county council, police, the education sector, public health, private sector, and the voluntary and community sector. Senior representatives from each of these organisations form the Hinckley and Bosworth Local Strategic Partnership Board (LSP).

The LSP oversees the delivery of the Community Plan, and ensures that progress is being made on the agreed priorities. The LSP Board is supported by a range of key delivery partnership, who deliver on the Community Plan priorities (please see reporting arrangements diagram, and aims and underpinning priorities overleaf). Each of these delivery partnerships has its own arrangements for undertaking ongoing consultation and research, to understand emerging priorities.



The key delivery partnerships provide regular reports to the LSP Board, and where appropriate the LSP makes recommendations to improve delivery arrangements and performance.

As well as regular review meetings, the LSP Board has a specific annual review event, to assess overall progress in relation to Community Plan priorities. The event informs the LSP's Annual Statement of Achievements report, and enables the Board to agree its recommendations for each of the key delivery partnerships for the following year.

Key Delivery Partnerships

The following sets out the overall aim of each of the key delivery partnerships, and their respective priorities in working towards the Community Plan priorities.

Getting People into Jobs - Employment and Skills Partnership

(A cross border partnership covering the areas of Hinckley & Bosworth, Nuneaton & Bedworth and North Warwickshire)

Aim: To bring together small, medium and large employers, and training providers, to create as many options as possible to get people into work.

Priorities:

- Address current and future skills gaps
- Overcome barriers to employment, including physical access to employment, skills and training
- Address worklessness, long term unemployment and employability

Creating a Thriving Local Economy - Hinckley Town Centre Partnership

Aim: To make Hinckley Town Centre a place where people want to live, work, shop and visit, and businesses flourish, by providing a high quality environment and overall experience at all times.

To achieve this through leadership, acting as a catalyst, and developing investment directly or in partnership.

Priorities:

- Marketing and Promotion
- Events and Visitor Services
- Business Development

Keeping everyone safe - Community Safety Partnership

Aim: To make the Borough of Hinckley & Bosworth a safer place to live, work and visit

Priorities:

- Making Communities and Neighbourhoods Safer
- Protecting Vulnerable People
- Improving Community Confidence, Engagement and Cohesion
- Reducing harm caused by Substance Misuse

Staying Healthy - Health and Wellbeing Partnership

Aim: To improve the health and wellbeing of people in the Borough of Hinckley and Bosworth, and to reduce the inequalities in health experienced by some social groups or people living in geographical areas of greater social need.

Priorities:

- Reduce obesity in children and adults
- Promote wellbeing and good mental health
- Support our ageing population
- Reduce the misuse of alcohol
- Reduce smoking
- Support teenage parents

Giving children the best start in life - Think Family Partnership

Aim: To improve outcomes for families, children and young people and to assist in the delivery of strategic priorities set out by the Commissioning bodies.

Priorities:

- Children in Hinckley & Bosworth are safe
- Children in Hinckley & Bosworth achieve
- Young people enjoy high morale and self-esteem
- Children in Hinckley & Bosworth have improved health outcomes
- Delivery of Supporting Leicestershire Families Programme

Supporting those most in need - Priority Neighbourhood Management Arrangements

for priority neighbourhood areas in Earl Shilton, Barwell and Hinckley

Aim: To improve the Quality of Life in neighbourhoods experiencing high levels of deprivation, through the development and delivery of community led action plans

Priorities:

- Safer communities
- Healthier communities
- Cleaner and Greener communities
- More cohesive communities

Each of the key delivery partnerships has detailed underpinning delivery plans to support these priorities.





COUNCIL 1ST JULY 2014

HINCKLEY SQUASH AND RACKETS CLUB

REPORT OF DEPUTY CHIEF EXECUTIVE – COMMUNITY DIRECTION & DEPUTY CHIEF EXECUTIVE – CORPORATE DIRECTION

WARDS AFFECTED:

1. PURPOSE OF REPORT

- 1.1 To report on the position regarding Hinckley Squash and Rackets Club (HSRC), who are required to relocate as part of the Crescent Regeneration Scheme.
- 1.2 To seek Member support to the procurement arrangements set out below, in order to facilitate the delivery of a four court state of the art squash centre at Tungsten Park, Hinckley.

2. RECOMMENDATION

- 2.1 That Members note and endorse the positive progress made in securing the opportunity of a new site and premises for Hinckley Squash and Rackets (HSRC) Club.
- 2.2 That Council approves the procurement arrangements to facilitate the delivery of the new Squash Club as set out in the report, subject to the legal agreements outlined in Section 5 of this report.
- 2.3 That, as permitted by paragraph 1.4 of all Contract Procedure Rules at Part 4 of the Constitution, Council resolves to waive the application of all of the Contract Procedure Rules to the construction contract and any sub-contract or other agreement to be entered in to in relation to the proposals contained within this report. The waiver is, on the basis that this is a specialist development and the Council's appointed Quantity Surveyor has satisfied himself that the appointment of Tungsten Properties Limited will provide value for money on the construction of the squash club.
- 2.3 That Council approves the following supplementary budgets for 2014/2015:
 - A capital budget of £998,338 + VAT+£2,380 SDLT for the capital costs of the work.
 - An income budget of £1,026,104 to represent the funding to be received for the capital works
 - Re-designation of the current expenditure budget of £49,000 to reflect that this contribution which was approved by Executive on 20 November 2013 will no longer be awarded to the squash club as it will not be required, but will be set aside (see 2.5 below) to meet any potential SDLT liability arising on the squash club..
- 2.4 That Council notes that, under this arrangement, the Council will make a saving (after legal and VAT advice costs) of £51,885 .
- 2.5 That Council approve that the £51,885 saving is retained in a ring fenced reserve to meet any SDLT liability that the Hinckley Squash and Rackets Club may incur due to the grant of the long lease. This potential liability is estimated at £48,000

- 2.5 That Council grants delegated authority to the Chief Executive in consultation with the Leader of the Council and Lead Member for Finance, to agree the final legal agreements subject to the community use of the facility being secured within the documentation and the financial implications are within the budgeted cost set out in this report..
- 2.6 That Council approve the purchase of the freehold of the land at Tungsten Park upon which the squash club will be constructed and that, should the squash club wish for it, the granting of an option to purchase for a nominal sum to HSRC in the lease agreement at the end of the 125 year lease to be granted.

3. BACKGROUND TO THE REPORT

- 3.1 Following the grant of planning consent for The Crescent Regeneration Scheme on the Hinckley Bus Station Site in 2011 and the grant of Compulsory Purchase Order by the Secretary of State in 2012, negotiations have taken place with a number of owners and occupiers to facilitate their relocation. This has helped to secure a satisfactory outcome in respect of the relocation or compensation for moving off site to enable The Crescent Scheme to be developed. Formal notices have now been served on occupiers and the General Vesting Order seeking possession of the site has been served and the date for completion was 10 May 2014. This now enables work on the Bus Station site to commence on 2 June 2014 and to be complete and open to the public in autumn 2015.

New Squash Court Centre

- 3.2 Over the last six months, discussions have been undertaken with HSRC and England Squash and Racket Association, to seek to secure an enhanced replacement facility on Tungsten Park, Coventry Road which could be made available for community use. The scale of the new facility (in the region of £1M) not only replaces the three court facility currently on the Bus Station site, but will provide a fourth court which will allow the centre to be used for regional competitions.

Facilitating the delivery of the new Squash Centre

- 3.3 Following an approach by HSRC during the autumn 2013, the Councils' Executive considered a request for financial assistance up to £49,000 in grant funding to help facilitate the delivery of the four court new squash facility, subject to a Management Agreement regarding public use. As outlined in the financial implications, this funding is no longer required.
- 3.4 HSRC recently approached the Council with regard to a shortfall in funding arising from the rising cost of the land and construction for the new facility. Tungsten Park has, over the last 12 months, seen a significant increase in commercial interest and as a result, the majority of plots and units have been acquired. In order to help safeguard the early delivery of the new squash centre at Tungsten Park, officers have had discussions about the possible structures that may be used to provide the assistance to the Squash Club. There are various possibilities, all with risks and various legal transactions associated with them.
- 3.5 Following discussions a plan of action has been agreed in principle with representatives of Tungsten Park developers and HSRC. The following summarises the proposed key components of this action:
- The Council acquire the land and procure the construction of the squash club building from Tungsten Park at a total cost of £998,339 plus VAT.

- HSRC and HBBC enter in to an agreement to lease, allowing for HSRC to be granted a long leasehold interest of 125 years in the land and building by the Council.
 - Tungsten Park will be contracted by the Council to construct and deliver the new centre following a value for money and due diligence assessment for a fixed price of £800,000 plus VAT. The necessary warranties for the construction will also be secured from sub-contractors.
 - On completion the Council grants a long term lease to the Squash Club and operate the squash club following completion of the development by early 2015. HSRC will be offered an option of a further lease thereafter or an option to purchase for a nominal sum at the end of the 125 year term. This offer will however be subject to Tax advice being obtained confirming there are no long term VAT or SDLT implications arising from this
 - The community use of the facility is secured within the lease agreement between the Council and HSRC.
- 3.6 If the current proposals are advised against or any significant issues or risks arise then, under the delegated authority sought, officers would seek to renegotiate the proposals to secure the most acceptable deal for the Council. If this resulted in a material difference financially then a further report will be brought to Council.
- 3.7 The funding for the delivery of the development will be provided from the compensation payable by the Tin Hat Regeneration Company in respect of the Compulsory Purchase Order for the Bus Station site and the transfer of £110,000 of resources from HSRC to the Council.

Community Benefits

- **National Best Practice** - The project will be following in the footsteps of national good practice established by England Squash and Racketball at Hallamshire Squash Club and Pontefract Squash Club in having public squash courts alongside members squash courts. On average usage at both of these Centres has risen by **40%**. The Hinckley project is supported by England Squash and Racketball Governing Body.
- **Public Usage** – The new facility is expected to attract over 3,200 casual visits per year. Combined with current Hinckley Squash Club membership and the potential for the Hinckley Squash Club to attract new members, we expect to see a **25% growth** in usage, with the majority of members coming from within borough boundaries.

Current Leisure Centre Usage (3 courts) Based on average 9 court bookings per day	Potential usage of new facility on Tungsten Park (4 courts)
Circa 9,400	Circa 12,600

- **School links** - With the new facilities the club will work with the Borough's School Sports Physical Activity Network to develop a programme of school coaching and competitions to attract new players. The school projects will be supported by England Squash and Racketball Association, Leicestershire & Rutland Sports Partnership and the Council's Cultural Services Team. It is estimated that with the strong school partnerships which will be developed over **250** pupils will be introduced to squash.
- **Regional Facility** - The development offers the opportunity for the club to host National and Regional tournaments to inspire and attract new players.

Current Usage	Potential Growth	%Growth
No of Courts 2	No of Courts 4	50%
Current Membership 120 (60 per court)	Membership 240	100%

- **Coaching** – The new facility will create additional capacity for juniors to receive high quality squash coaching. This will include talented player identification.
- **Sustainability** - The club has developed a robust business plan to ensure that they attract and retain new members and get more people more active more often.
- **Environmentally Friendly** – The design of the new facility will have a reduced carbon footprint compared to the existing facility.
- **Accessible** – The new facility will be disability friendly
- **Monitoring** - The club would be willing to submit an annual reports to the Council which captures key achievements and outcomes. Financial performance, which is available to view in the public domain, would also be presented.

Management Agreement

3.8 If Members support this proposal enabling the early delivery of the new squash facility, it is proposed that this would be subject to provision within the lease to secure community use of the centre, subject to HSRCs prevailing fees charged for use of the facility. A key benefit of this approach is that it will continue to provide squash facilities available to the public following the closure of the existing Leisure Centre. It will also allow a more proactive approach for encouraging community use of the new facility on Tungsten Park.

3.9 Members are recommended to support this proposal.

4. FINANCIAL IMPLICATIONS [SK/KP]

4.1 The total **fixed** development cost for the new facility (including the land) has been agreed with Tungsten Park at £1,198,007 as outlined in the table below. Given the value of the land, the Council will be liable for Stamp Duty Land Tax (SDLT) of 1% on the value of the land i.e. £2,380.

	Cost	VAT	Total	SDLT	Total
	£	£	£	£	£
Land	198,339	39,668	238,007	2,380	240,387
Building	800,000	160,000	960,000	0	960,000
Total	998,339	199,668	1,198,007	2,380	1,200,387

4.2 The total cost of the land and the building (£998,339) will be met from the following financing:

- CPO compensation from the Tin Hat Partnership of £916,014.
- The Squash Club's own internal financing of £110,000 which will be transferred to the Council

- 4.3 As outlined in 3.3, by structuring the funding of the development in this manner, the Club would no longer require the £49,000 grant funding from the Council as previously agreed and budgeted for. This effectively is therefore a saving for the Council.
- 4.4 On the basis of the above therefore, the Council will make a net saving against the current budget of £74,385 (surplus + previous grant offering). Of this amount, it is estimated that £22,500 will be required to fund legal and VAT advice required for the transaction. The net gain is therefore estimated at £51,885. It is proposed that this amount is ring fenced by the Council to meet any potential SDLT liability arising on the Squash Club on the granting of the long lease.

	Cost	VAT	SDLT	Total
	£	£	£	£
Building	800,000	160,000	0	960,000
Land	198,339	39,668	2,380	240,387
VAT reclaim	0	-199,668	0	-199,668
Total capital cost	998,339	0	2,380	1,000,719
CPO	-763,420	-152,684	0	-916,104
Squash Club Internal Finance	-110,000	0	0	-110,000
Withdrawal of previous funding	-49,000	0	0	-49,000
Total income	-922,420	-152,684	0	-1,075,104
Net cost/(income)	75,919	-152,684	0	-74,385
Forecast legal costs				20,000
Forecast tax advice				2,500
Net cost/(income)				-51,885

- 4.5 With regards to VAT, the Council is required to adhere to “partial exemption limits”. Partial exemption is based on the principle that VAT incurred on expenditure that relates to the generation of VAT-exempt income is not recoverable. However, if such exempt-attributable VAT incurred is ‘insignificant’, it can still be recovered. For a local authority, HMRC consider ‘insignificant’ to mean less than 5% of all VAT incurred. A local authority is permitted to exceed this limit so long as this limit is not surpassed **on average** over a 7 year period. External advice has been obtained from PricewaterhouseCoopers LLP that this threshold will not be breached based on calculations and forecasts for the relevant period.
- 4.6 In order to establish budgets for these transactions, the following supplementary budgets are requested for approval in line with financial procedure rules:
- A capital budget of £998,338 + VAT+£2,380 SDLT for the capital costs of the work.
 - An income budget of £1,026,104 to represent the funding received for the capital works

- Re-designation of the current expenditure budget of £49,000 into a ring fenced account to reflect that this contribution will no longer be awarded to the squash club but will be held as a fund to meet any SDLT liability arising on the Squash Club.

4.7 In structuring this transactions, the Council has received advice from Price Waterhouse Coopers LLP and Eversheds LLP.

5. **LEGAL IMPLICATIONS (EH)**

In relation to the Council's ability to act it has the general power of competence under the Localism Act 2011. The purpose for which the Council acts is important, as the use of the general power of competence for a commercial purpose requires the use of a company. In this matter, the Council's purpose is not commercial but is for the achievement of community benefits, as set out in the report. In the absence of any specific prohibition the Council therefore has sufficient power with which to act. The power to acquire the property would be under s120 of the Local Government Act 1972.

The Council has appointed Eversheds to act for it in relation to this matter, they have provided initial advice on the proposals and will be drafting and negotiating the associated agreements, which will need to be compliant with the Council's legal obligations and will (subject to any change in the proposals) include:

- A Construction Agreement between the Council and the Contractor for the construction of the building. The requirements of the Financial Procedure rules will need to be waived in order to allow the Council to contract with the identified Developer without contravening them. The Council will have all the rights and liabilities under the construction contract, which carries financial risk with it, in the event that the construct faces complications. It should be notes that even if there is scope to secure indemnities from HSRC's trustees, they will be of little value in the event we sought to rely upon them.

The current version of the Construction Contract has been provided to the Council and it should be noted that the figure payable for construction is fixed, with no provision for variance other than where a change is requested.

- Subject to final Legal advice on this point, an agreement between the Council and the Squash Club to ensure none of the arrangements affects the CPO payment being in full and final settlement and that we properly document the purposes for which the Council receives the CPO monies – including those received to date by the club. This will need to be in place prior to any payment of compensation under the GVD as the compensation is due to the Squash Club and this will ensure that there is no possibility of any further claims of compensation at a future date.
- An agreement to secure public use of the squash club. This may be incorporated in the agreement with the Squash Club or secured via a stand alone agreement, however it is requirement of England Squash and Racket Association's funding offer in any event
- The contract and transfer for the purchase of the land by the Council
- The lease to be granted to the Squash Club by the Council. Under the lease to HSRC the Council should seek to ensure all responsibility re maintenance, insurance, repair of the building and premises fall to HSRC to avoid any additional financial liability as HSRC would have been meeting all such costs and liabilities were they proceeding without the Council's assistance.

- Any warranties for works in relation to the construction contract

All contracts entered in to by the council must comply with the Contract Procedure Rules unless they are dis-applied or varied by a resolution of Council. As such, Council is able to make the resolution as at recommendation 2.3 of the report. The need to waive the Contract Procedure Rules on this occasion arises from the fact that the development is substantially negotiated and forms part of a larger development. Specialist contractors are already engaged for the wider project. Given the council is not making any direct financial commitment to the build and due to the niche nature of the development and existing arrangements, it is considered appropriate and necessary to waive the Rules which would otherwise require a formal tender process in order for the Council to proceed.

As the Council is acquiring a freehold asset there are the liabilities and risks that come with this, as with any property ownership. Some may be passed on to HSRC as tenant and indemnities may be obtained in relation any liability, however HSRC and a not-for profit organisation and any indemnities given by the trustees will be off very little value given the relative financial position and lack of assets.

6. **CORPORATE PLAN IMPLICATIONS**

- 6.1 This report supports the Corporate Plan objective for regenerating the economy and improving physical activity of residents in the Borough.

7. **CONSULTATION**

- 7.1 Discussions have been held with key stakeholders, including Hinckley Squash Club and England Squash and Racket Association.

8. **RISK IMPLICATIONS**

- 8.1 The following risks have been identified:

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
Failure to support the funding of the new facility will reduce the availability of public squash facilities in Hinckley.	The delivery of the Action Plan proposed in this report, along with the grant assistance from England Squash and Racket Association and this Council will help mitigate this risk.	BC
Failure to provide a publically acceptable facility.	Ensure a Management Agreement is put in place to secure community use of the new facility.	BC
Failure to support the relocation of Hinckley Squash Club may impact on programme of delivery of the Bus Station Regeneration Scheme.	Facilitate by Legal Agreement the construction and delivery of the new squash facility on Tungsten Park.	BC & SK

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

- 9.1 This proposal will assist in ensuring services are accessible as set out in this report.

10. **CORPORATE IMPLICATIONS**

10.1 The delivery of The Crescent Regeneration Scheme is a key strategic priority of the Council. The recommendations of this report will secure the smooth delivery of this scheme, as well as ensuring the provision of high quality new squash facilities for the Borough.

Background papers: Report to Executive - 20 November 2013 re: Hinckley Squash Club
Contact Officer: Bill Cullen and Sanjiv Kohli
Executive Member: Councillor Stuart Bray

COUNCIL – 1 JULY 2014

PEOPLE STRATEGY 2014 – 2016

REPORT OF DEPUTY CHIEF EXECUTIVE (CORPORATE DIRECTION)

WARDS AFFECTED: ALL WARDS

1. PURPOSE OF REPORT

- 1.1 To present to Members the draft People Strategy setting out the people strategic priorities for 2014 – 2016.

2. RECOMMENDATION

- 2.1 That following the endorsement by Personnel Committee on 14 May 2014, the People Strategy is approved.

3. BACKGROUND TO THE REPORT

- 3.1 The Corporate Plan sets out four long term 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. We need to invest in our people's skills, retain the knowledge acquired over many years and pass on this experience. How we do this will impact on how this council evolves to serve the community in increasingly challenging financial times.

- 3.2 This is the Council's second People Strategy which has been refreshed since the last version previously adopted in 2010. The strategy sets out five strategic themes (below) containing high level people related actions for the next three years –

- 1) Building flexibility within the organisation
- 2) Managing an ageing workforce
- 3) Investing in the future generation
- 4) Developing a modern pay strategy
- 5) Further developing a learning organisation

The strategy identifies key actions/work projects which will be the main focus for the three year period. The detailed plans which will arise from each key action will be developed and implemented throughout the life of the strategy. The timing of the implementation of the projects will be determined on an incremental basis by the HR and Transformation Manager; those projects that are considered critical/sensitive (i.e. review of terms and conditions) will be reported to the Strategic leadership Board for consideration as and when required.

In contrast to previous approaches, whereby detailed actions plans were developed and presented at the start of the three year period, this approach allows flexibility within the delivery of the strategy over the three year term and the ability to modify actions/projects to respond to changes due to the financial challenges and unpredictable external environment.

- 3.3 A question was raised by members of the Ethical, Governance and Personnel Committee in regard to this Council's approach to pension reform and the impact that employers are required to auto enroll their staff in to a Local Government Pension Scheme from November 2013. To clarify, the regulations state that all eligible staff who are not members of the pension scheme at staging date must be auto enrolled. However the Government introduced a late amendment to the regulations giving employers of Defined Benefit Pension schemes (including Local Authorities) the

ability to defer auto enrolment of staff that had previously opted of the pension scheme. Employers can opt out until April 2017. The decision to defer auto enrolment for HBBC was agreed at Executive on 5 June 2013. However it must be noted that this does not affect new employees from November 2013 who will still be automatically enrolled.

4. FINANCIAL IMPLICATIONS [KP]

- 4.1 The cost of devising the Strategy has been met from existing Human Resources budgets.
- 4.2 A number of potential considerations discussed in the Strategy (e.g. occupational health contract, sick pay policy review and an operational development program) will have financial implications for the Council. Each of these will be subject to additional reports during the consultation process.

5. LEGAL IMPLICATIONS [EH]

None directly arising from the report.

6. CORPORATE PLAN IMPLICATIONS

- 6.1 The People Strategy directly supports the Corporate Plan priorities for 2013 - 2016

7. CONSULTATION

- 7.1 Full consultation has taken place with the local Unison branch. Unison comments and relevant responses by HR are attached to the report.

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

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
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	Implement the action plan within the People Strategy 2014/16	Sanjiv Kohli

9. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

9.1 The delivery of the strategy/review of HR policy makes a positive contribution to promoting equality.

9.2 Non required at this stage – should HR projects affects changes on policy/structure then the relevant impact assessment will be undertaken.

10. CORPORATE IMPLICATIONS

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

- Human Resources implications

Background papers: None

Contact Officer: Julie Stay - HR and Transformation Manager, Ext 5688

Executive Member: Cllr B Witherford

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PEOPLE STRATEGY 2014-2016

1. Introduction

The current economic climate within which the council has been operating and forecasted for the next few years has been the most challenging local government has faced for a number of decades. Substantial financial constraint and changing community needs are placing extensive pressure on council services and resources. Alongside this the council is also delivering an ambitious programme of regeneration within the borough with major capital projects now formally signed off and underway. In order to minimise large scale reductions in expenditure or impact upon services the council is continually striving to seek efficiencies and transform service delivery. Therefore as an organisation we need to prepare for the changes so that we are fit for purpose. Our People Strategy recognises the value and importance of our employees and the part they play in achieving the strategic and operational change we need to ensure positive outcomes for our community.

HBBC Corporate Plan – 2013-16

The Council's vision is to make Hinckley and Bosworth 'a Borough to be proud of'. To achieve the Council's vision four long term aims have been identified in the Council's Corporate Plan:

- Creating a vibrant place to work and live
- Empowering communities
- Supporting individuals
- Providing value for money and pro-active services

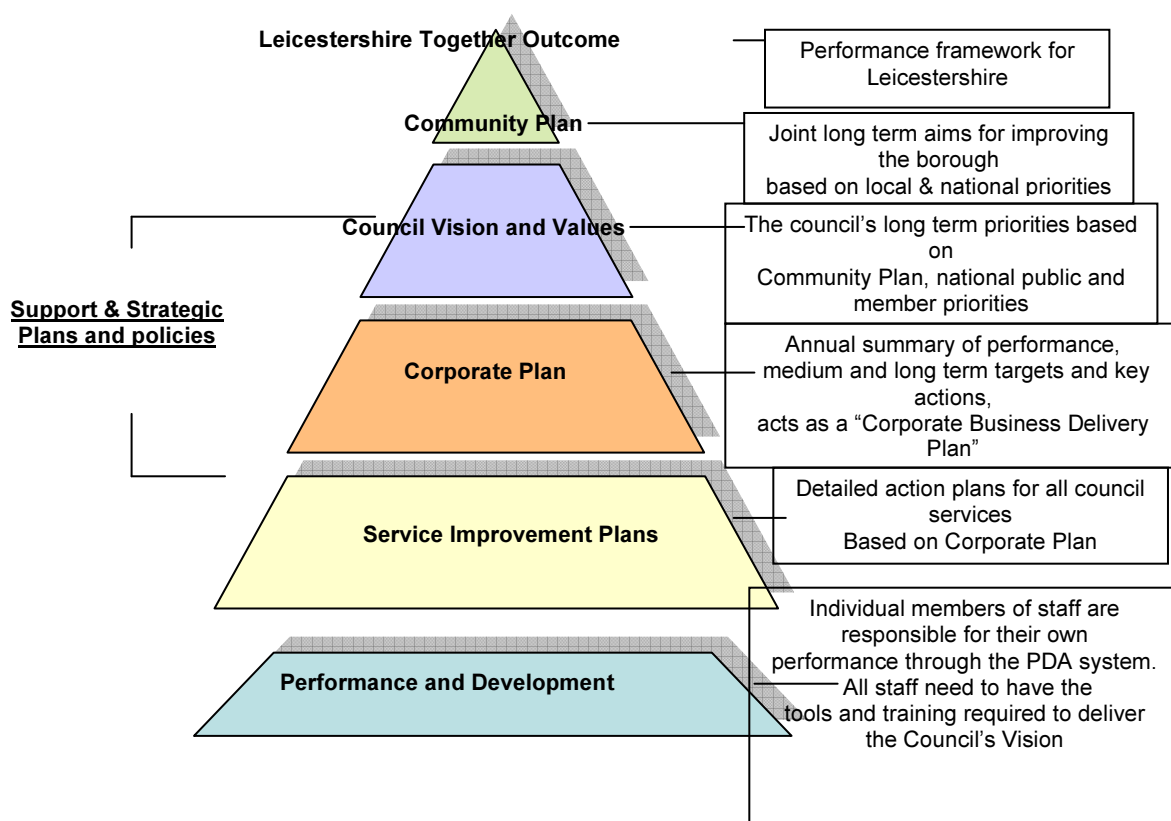
The six organisational values that will guide our activities are:

- To continuously strive to improve
- To be customer focused by listening, caring and being respectful
- Deliver what we can and be clear about what we can't
- Be ambitious and maximise opportunities
- Equality and fair treatment for all
- To be a confident and capable council

Strategic Alignment

Maintaining and further developing a high performing workforce that is flexible, resilient and adaptive to new ways of working is critical to achieve the ambitions set out within the Corporate Plan. This strategy sets out the human resource implications of delivering the Corporate Plan and provides an overarching framework as to the Council's approach in how we recruit, deploy, manage and develop our employees. This strategy will support and integrate with other corporate strategies such as the Community Plan and Medium Term Financial Strategy.

Hinckley & Bosworth Borough Council - Corporate Planning Framework



2. Strategic Context

The development and implementation of the People Strategy also takes into account the context within which the council operates recognising both the internal context (such as our organisational capacity to deliver the Corporate Plan and Medium Term Financial Strategy) and the external context (national drivers such as central government initiatives). These are summarised below:

External influences

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

Comprehensive Spending Review - the council has seen significant reductions in central government funding since the last review in 2010 (CSR10) whereby central government's support to local government was planned to reduce by 28% over the four year period with further cuts anticipated in 2015/16.

Local Government Finance Act 2012 - this has resulted in a change in the centralisation of the NNDR scheme and the council tax benefit changes to be determined at local level. This will impact upon budgets at HBBC.

New Homes Bonus - introduced in 2011, and designed to encourage housing growth by providing financial incentives for councils and customers in the local area to buy

new housing. As the funding is driven by the housing market, it is difficult to predict with certainty the funding the council is likely to receive during the next few years.

Welfare Reform - this legislation has seen the biggest change to the welfare system for over 60 years with the introduction of the benefits cap and phased introduction of universal credit impacting upon residents of the borough. The introduction of universal credit, will impact as housing benefit processing will be undertaken by the DWP. This could result in job reductions and trigger planning for redeployment predominantly impacting upon the Revenues and Benefits Partnership. The broader impacts will also have impact upon the Housing Service and Customer Services as local customers will still need support when processing applications for the DWP online.

There could be further impacts as people turn to all front line staff for support or those third sector organisations who may in turn seek additional support from the Council.

Legislative – requiring policies to be updated and communicated such as:

- Pension Reform – reform of the local government pension scheme and changes take place from April 2014. Moving from a final salary scheme to a career average scheme will financially impact upon the valuation of the fund. There is also a requirement for large employers to introduce auto enrolment; however many councils (including HBBC) within the region have deferred auto enrolment until 2017.
- The Enterprise and Regulatory Reform Act - coming into force this year. This legislation will impact in areas such as whistle blowing and vicarious liability bringing them into line with the Equality Act 2010.
- Employment law changes pre termination negotiations, new employment tribunal rules, reform of TUPE 2006.

Localism Act - one strand of the act focuses upon councils being transparent and open to public scrutiny, particularly in regard to salaries and staffing structure. Another strand relevant to this strategy is the power of competence, this power is intended to bring about greater innovation, a more confident and entrepreneurial approach, the opportunity to deliver greater efficiencies, improved partnership working, the ability for councils to help communities in ways previously outside their remit. How the power will work in practice will ultimately depend on how it is interpreted by the courts, following any challenges.

Advance in technologies and partnership working - this will see a reduction in demand for some skills and increasing demand for other skills – social media is playing a part in most organisations and for employees the boundaries between work and home becoming less defined. More remote working and partnership working between sites requires a higher level of IT skills. The technological shift to the internet will impact upon the customer service strategy and the skills required by staff when dealing with customers online.

Increasing demand for services - we have an ageing population and increase in vulnerable people due to the financial downturn. This will ultimately impact upon service provision and the need to provide services within the current financial constraints.

Local context

Budgets - based upon forecasts within the Medium Term Financial Strategy (MTFS) for the next three years it is estimated that core funding for the council may reduce by up to 28% with particular pressures in 2015/16. Work is currently being undertaken to minimise the shortfall with budget managers. Beyond this date it is anticipated further cuts which could impact upon services/number of posts within the establishment list.

Political position - our authority currently has a Liberal Democratic majority. A local election is due to take place in 2015 and any change to the political administration is likely to have an impact.

Major projects

- Bus Station Site - work starts on this redevelopment project in 2014 including a scheme with a supermarket, retained units, car park, new bus station, restaurants and cinema. This project provides a major opportunity to redevelop the town centre and the potential to create approximately 600 new jobs within the area. We need to ensure that we have the relevant skills (procurement and contract management) and resource to support this venture.
- Leisure Centre – the council is currently in the process of procuring a delivery partner for the new leisure centre site starting next year which will be located on the former council offices site in Argents Mead. The development of a new site supports the sustainability and potential growth of the town centre.

Relocation to the Hinckley Hub and Jubilee building – this has now been completed, resulting in a major change in how we work, particularly with the introduction of our partners at the Hub, Leicestershire County Council and Jobcentre Plus. By working locally with our partners this will ensure better service provision and more joined up working.

Sustainable urban extension (SUE's) - Two major developments have been planned within the borough to support projected housing and employment growth; located in Barwell and Earl Shilton, these areas will benefit from the regeneration and Infrastructure resulting from 4500 new dwellings. The developments will also house employment land and community facilities. This will no doubt impact upon direct services at the council and service plans have already put in place to account for this.

MIRA – enterprise zone - In 2011 MIRA Technology Park was awarded Enterprise Zone Status resulting in the council attracting Regional Growth Funding to support the development of the zone. It is anticipated that this will generate 131 full time jobs in the borough by the end of 2016/17.

HRA Investment Strategy and Business Plan - this strategy sets out the council's priorities over the next three years for the use of the finances within the HRA; the key aim of the strategy is to invest in council housing existing stock; invest in new build schemes and affordable housing; environmental improvements to ensure estates are clean and safe; investments in service delivery and effective engagement with tenants. A key element of the delivery of the action plan within the strategy is to ensure that the services affected are adequately resourced in order to identify any pressure points in service delivery. A service review within the housing repairs team has been recently concluded introducing a new structure with client and contractor

roles and by doing thus creating more resilience within the service and defined effective performance management and cost control.

Shared Services - the council has a number of shared service partnerships with other councils and the private sector. One of our largest shared services partnership is with Northwest Leicestershire and Harborough. Within the area of Revenues and Benefits this partnership has seen a significant shift in working practices as staff are seconded to the partnership and operating under a variety of terms and conditions of employment. The majority of staff within the partnership undertake some form of flexible working.

Community Profile

According to the 2011 census data within the borough there are 105,078 residents of which:

94% are classed as white, 1.3% other white/other and 4.7% BME

In terms of the age profile 63.1% are of working age. 9.6% are between the ages of 16-24 years, however within this bracket a substantial number will be in higher education. 25.3% of the population are within the 25-44 group and 29% between the ages of 45-64. The age group 65-84 account for 16.1% with another 2.3% of the population above the age of 85

According to the office of national statistics annual population survey, 62.2% were employed during the period Apr 2012 – Mar 2013 (labour market profile Hinckley and Bosworth). Unemployment levels within the East Midlands are 8% which is equivalent to the national average.

In terms of qualifications the annual population survey indicated that the number of people attaining NVQ4 the area is 2.4% lower than the East Midlands and 7.8% lower than Great Britain. However literacy and numeracy levels for Hinckley and Bosworth are on par or at higher levels than East Midlands and the rest of Great Britain.

Therefore in terms of attracting highly skilled professionals from the local area into the organisation this may be a challenge and therefore we need to concentrate activity on sourcing applicants out of the area as and when required, or growing our own people, via our apprenticeship scheme as a longer term strategy. Not only does this increase our knowledge and skills base within the council but more broadly within our community; it also supports our local colleges.

Hinckley and Bosworth (numbers)	Hinckley and Bosworth (%)	East Midlands (%)	Great Britain (%)
NVQ4 and above 17,500	26.6	29.0	34.4
NVQ3 and above 33,700	51.3	52.0	55.1
NVQ2 and above 46,200	70.2	70.0	71.8
NVQ1 and above 56,000	85.1	83.8	84.0
Other qualifications 4,300	6.6	6.9	6.3
No qualifications 5,400	8.3	9.3	9.7

Source: NOMIS Official Labour Statistics Sep 2013

Workforce Profile

As at 31st March 2013 our headcount showed 426 employees (excluding casuals and agency workers), this has remained relatively static over the last three years. This has been due to an increase in staff within the Housing Repairs team arising from a TUPE transfer in September 2011 being offset by voluntary redundancies in

preceding years. In real terms there has been a 7.2% reduction across the services since 2010.

Average age of the workforce is 48 years

38% of the workforce is over the age of 50 years which is similar to authorities in the region and in line with our community profile. This data supports anecdotal evidence that the workforce locally is ageing. The number of employees aged 25 years and under represent 3.06% of the workforce. This figure has remained static, despite the increase in apprenticeship placements and graduate internships.

We do not currently hold a central database for skills and qualifications, however the council recognises that ongoing learning and development is essential at all levels of the workforce. The corporate training budgets and attracted funding support has supported many staff through all levels of NVQs. At Level Two the programme also has literacy and numeracy support elements specifically designed for mature students. There are at present fourteen students on this work based programme which is being delivered through blended learning, both on the job and traditional based learning.

The average number of working days per employee (full time equivalent) lost through sickness absence during 2010/11 was 6.49 days, decreasing to 6.20 days in 2011/12 and then sharply rising again to 8.94 days in 2012/13. According to the Chartered Institute of Personnel and Development (CIPD) absence levels across the UK has risen by 20%, this being an average of 7.6 days nationally, with the public service sector at 8.7 days per year. Specifically in regards to HBBC 50% of all absence relates to long term illness. Given the age profile of the council and recent increase in manual trades roles, managing long term absence is an ongoing challenge and concern.

3.53% of our workforce has declared their ethnicity as Black, Asian, or Minority Ethnic (BME), which is under-represented compared to our community profile of 4.7%. The council operates inclusive HR policies and recruits within diverse communities, however with limited recruitment, changing the ethnic profile of the council will be a longer term strategy.

4.22% of staff has declared that they have a disability.

A full summary of our workforce profile for the last three years is available at Appendix 1.

3. Our strategic HR objectives

This section explains what our strategic people related activity will focus upon over the next 3 years in order to deliver our Corporate Plan. Prioritised into themes, the strategic aims provide a broad overview of our strategic intentions; managers within their own service areas will have detailed workforce plans for their staff.

This strategy would not be complete without recognising the support of the trades unions (at branch and regional level) which has been built on trust and mutual respect over the years. We will continue to work closely with them to maintain open communication and consultation to ensure productive outcomes. We have further developed our ability to prevent and resolve potential difficulties at an early stage through internal mediation with an ACAS accredited mediator based at the Hub.

1. Building flexibility within the organisation to adapt to change

The Council is committed to delivering excellent services in the most effective manner by employing well motivated and trained employees who have access to all the tools they need to deliver the services. One of these tools is flexible working and this is actively promoted via the Flexible Working Policy which has been in place since 2009. The Council recognises that flexible working is an effective a recruitment and retention tool as it supports work life balance for our employees and also enables the Council to improve service delivery and achieve real benefits for the Council.

Building upon this, as the council advocates a culture of flexible service delivery there is an expectation that that our staff are also committed to being flexible in their approach to their job role. In terms of human resource requirements over the next three years, the biggest impact for the council is the need to be creative and flexible. We need to meet the changing climate and changes in service provision so that we are in a position to respond to changes and manage any potential downsizing as a result of further budget cuts. We need to be flexible in the way we work both within a service if capacity issues become a problem, for example developing generic job descriptions at every opportunity when service restructures occur, if there are high absence levels. We need to increase cross functional knowledge and flexibility both internally and externally; breaking down organisational barriers will increase partnership working with other parts of the public sector and third sector.

At a corporate level, 'Being Flexible' underpins the council's values and behaviours, so that staff are recruited, appraised and developed with this value in mind. This is coupled with corporate messages given to staff that in order to endeavour to protect jobs and deliver services to the public, there needs to be job flexibility. We need to build upon this further as employees could potentially resist change in their current job role. Therefore managers implementing new structures and new ways of working need the skills required to engage support and retrain employees involved in the process of change.

It is likely that services will contract, change or increase. A workforce plan will be devised for each service affected so that future changes are managed in a structured manner to ensure legal compliance and best practice for each job change. This may result in a remodelling of job roles, job families or an entire service to build in additional flexibility to deliver the service to the borough. One major change area is the impact of the Welfare Reform Act 2012 on customer services, revenues and benefits and parts of the housing service. The impact of universal credit and removal of housing benefit assessors to process claims could result in a reduction of staff, or a need to remodel job roles so that they can be redeployed into alternative roles based upon shifting customer demands.

Our strategy will:

- !! Support managers in developing long term work force plans
 - Continue to develop a training plan identifying core competencies required to support change - including up-skilling redeployed staff
 - Rebuild job descriptions and person specifications to integrate our values and behaviours
 - Identify potential capacity and skill gaps and resources
 - Build a culture whereby employees are flexible and do not resist change – this requires our managers to sensitively handle change exercises in order minimise costs of redundancy; it will also allow us to retain the skills and knowledge already established within the organisation. It will also require managers to role model this behaviour

Encourage the philosophy that flexibility works both ways - support a culture of flexible working thus optimising work life balance so that staff achieve their optimum level of flexibility

Actively promote the offering of job swaps, secondments and acting up arrangements

2. Managing an ageing workforce

The council has an ageing workforce which reflects the national and local age profile. People are living longer and also working longer therefore consideration of this must be given to our long term strategic approach to managing sickness absence. The cost of sickness absence, based upon days lost up to from April 2013 to end of December 2013, is £218,000. This equates to 10.5 posts (at an average salary of £21,000 per annum). This figure does not account for the indirect costs of managing absence such as: management time, impact upon service capacity, agency costs, overtime costs and occupational health costs.

Factors that may contribute to this increase in absence are the removal of the default retirement age and the majority of services being in-house; over a third of our employees are manual workers. It is inevitable that managing the capability of staff undertaking manual work at an older age is challenging given that 30% of absence is in relation to muscular-skeletal injuries.

The Council operates an Attendance Management Framework and all casework is managed in accordance with this policy. One factor that works against the policy is the extensive sick pay policy which is a long standing local government term and condition. This is because NJC terms and conditions are a collective agreement which is a substantial part of all our employee's contracts of employment.

Our strategy will be to:

- Update the Attendance Management Framework considering revision of the short term triggers
- Review the provision of the Occupational Health contract (currently in year 2 of the contract) in terms of the cost of the service and the quality of the advice
- Consider reviewing the sick pay policy – conduct an options appraisal (risk based) to assess the viability of the potential to review current entitlements.

3. Investing in the future generation

The council recognises the benefits of supporting apprenticeship schemes both by increasing the number of young people employed at the authority in order to support succession planning and also taking the lead of being corporately responsible for supporting young people within our community.

Working jointly with North Warwickshire and Hinckley College and Jobcentre Plus since 2012 we have been incrementally increasing our apprenticeship pool. The fact that we started the process of building in apprentices into our establishment list is a success given the financial challenges that we currently face. We currently have 7 apprentice placements in total. The Revenues and Benefits Partnership is presently hosting 3 apprentices with 2 based in Housing Repairs, 1 in Democratic Services and 1 in Private Sector Housing. In February 2014 a finance apprentice will be appointed on a career path to AAT (Association of Accounting Technicians).

We have a mature higher level apprentice in Housing Repairs, focusing upon multi trades. This apprentice is continuing his studies and has received a national award as apprentice of the year. We also have a carpentry apprentice who has completed a two year course within

12 months and was awarded a distinction. He is now focusing on acquiring the practical 'hand skills' whilst he continues his studies in advanced carpentry at level three.

We also support the Youth Programme via Jobcentre Plus. This programme is a voluntary scheme that provides individuals with an eight week placement of work experience without losing their benefits. During this time they get experience of filling out a job application form, a structured interview with feedback and, if suitable, a placement that will provide employment skills therefore improving their chances of success in a very competitive jobs market. We intend to limit this initiative to those that live within the borough. We continue to commit to this 8 weeks rolling placements through DWP (Jobcentre Plus) which operates on an intermittent basis within our Groundcare service.

With an ageing workforce and the abolition of the default retirement age now impacting on all organisations reducing the age profile is more challenging than at any point in recent history; employees can, in theory, work until they choose to retire. For this reason we will set a target to increase the number of younger workers that is both realistic in the current socio-economic climate but also sufficiently challenging to be worthwhile.

Our strategy will:

- !! Grow our apprenticeship pool by 50% (from seven - ten) by 2015 – this will ensure when vacancies are considered the option of recruiting an apprentice is promoted by HR and COB
- !! Seek to formally establish an operational development programme initially for apprentices and higher apprenticeships
- !! Further develop our relationship and increasing support to Jobcentre Plus and North Warwickshire and Hinckley College
- !! Commit to hosting three Jobcentre Plus placements on a rotating basis, ensuring graduate placements are considered when appropriate and increasing our apprentice resulting in a trainee base of 3% in the next twelve months.
- !! To achieve a 4% trainee workforce by 2015; this will be challenging but achievable.

4. Developing a modern pay strategy

The most recent full scale pay review took place in 2006 when single status and job evaluation was introduced. During the eight years very little has changed even though the United Kingdom has experienced a banking crisis, high unemployment and the first coalition government since the Second World War.

The strategic spending review that the government undertook has led to a range of financial measures resulting in a 28% reduction in combined grants and income from 2010-14 with more reductions to come. As we approach May 2015 there will be parish, council and general elections which have the potential to significantly change the political priorities.

Reward structure background and context

Terms and conditions have remained unchanged and are linked to the 'Green Book'. There is political and social pressure to sign up to the living wage. Increments have continued to be awarded in the recent past; in return for an agreement that there would be no compulsory redundancies ending April 2013. There have not been any compulsory redundancies to date. There has been little visible sign of the impact of the economic crisis in terms of the pay and benefits enjoyed by council employees or on the services that they have delivered since 2010 (apart from the one year increment freeze and an initial implementation of the 'Living Wage').

Whilst much of the area within the borough is classed as rural there are a number of large employers (e.g. Caterpillar, Motor Industries Research Association (Mira), Triumph, Tesco and Aldi) who may be considered competitors for talented employees at both the manual and technical sectors.

HBBC supports the principle of the 'Living Wage', however we need to be realistic and as a public service provider in a predominantly rural community with limited economies of scale and access to funding, in order to retain the same level of staffing/services ratios as further cuts are imposed by central government, we cannot necessarily respond to the calls to apply the living wage. We will continue to review and implement the 'Living Wage' when it is possible to do so without a disproportionate impact on equity to the existing grading structures, jobs and or services. However it would not be the act of a responsible council to become linked to economic factors that do not reflect the community we serve and are beyond our control. The council has considered an alternative approach which eliminates equal pay risk and supports lower paid employees, this being to lift all employees to spinal column point 11 of the pay spine (currently £7.71 which is just above the current living wage).

Some of the council's employment terms and conditions (Part Two of the Green Book relating to sick pay) and the annual cost of living pay awards, are negotiated nationally as part of the NJC agreement. The national pay bargaining machinery is being slowly eroded as local councils have already or are considering opting out of national agreements and negotiating independently at local level. At least fifty councils have opted out to date and others are considering this approach. Current intelligence from the LGA suggests that Unison, at a national level, will not negotiate on terms and conditions only wages.

This is something for HBBC to consider; there are positives to this approach but it is not without risk. For instance when negotiating, the local context can be considered and is more relevant such as financial position, local pay levels etc. However it must be noted that Green Book terms and conditions are part all employee contracts; any changes as such would need a collective agreement (which requires a positive ballot by Union members). This is something which requires operational and political consideration.

Reward and Motivation 2014 - 2016

With diminishing central government grant funding it is increasing likely that service delivery methods will have to be reviewed and updated to mitigate where possible and manage the funding challenges over the next three years. Linked to this work will be ongoing consideration of the benefits package to retain and motive those individuals that have or are willing and able to acquire the skills needed to meet what may be significantly changed delivery models.

Our strategy will:

- Review our single status agreement and part two (in regard to sick pay) of the NJC Green Book Terms and Conditions by 2015/16
- Keep a watching brief on the impact of the Living Wage
- Commit at a local level to pay all staff SCP 11
- Develop a total pay and benefits statement

5. Developing a learning organisation that creates a climate for change

The council is fully committed to supporting the development of the workforce and its managers, enabling both to have the right skills to deliver high quality services. We want our people to be flexible and embrace change, to look outside for new ideas and to find innovative ways to solve problems and improve services.

In times of difficulty it is easy to target the reduction of training budgets. However during times of change where flexibility is required providing access for ongoing learning and development (particularly if employees are redeployed into new roles) is essential and should be integral to succession planning. It is critical that corporate training budgets which are now centralised to ensure greater efficiencies are maintained at adequate levels as we continue to seeking the most cost effective methods of service delivery. Training is fundamental to support the changes required within our workforce and has the potential to provide motivation and demonstrate that the individuals are valued.

We have provided a broad range of training, delivered via our annual training plan, for our staff including:

A rolling programme of management development accredited to the Institute of Leadership and Management for senior managers (Level 7), middle managers (Level 5) and first line managers (ILM 3)

Customer service training to a nationally recognised NVQ level 2 standard to our Street Scene Service team. Sixteen operatives have signed up to this award which is delivered through blended learning that includes, observations, on the job training with the tutor actually going out on the refuse rounds and providing feedback through guided discussions. This training also offers functional skills (previously called 'skills for life') support for those who may not have acquired or maintained writing and arithmetic skills during formal education.

Ongoing CPD for professional officers

Post graduate qualifications,

Seminars and conferences

Corporate training – such as dealing with change, innovation, HR policies

- Internal Audit - to conduct a skills audit as part of their 14/15 plan which will help to inform work in this area of the strategy

During the last 18 months council managers at senior and middle manager level have engaged in a Management 360 Review. The outcome of the review has identified a broader training need for our managers. We are proposing to include a short learning event at each of the newly developed middle manager forum meetings. The event could consist of short training session delivered by an external trainer and introducing either self-contained topics or acting as taster sessions for potential future development areas. Possible topics could include; balancing priorities, coaching skills, having difficult conversations and/or lean thinking. Other sessions could consist of facilitated workshops focusing on common issues and sharing good practice, which is just as important as focussed learning as it provides practical problem solving.

We are also part of the East Midlands Coaching network. The network provides an opportunity for staff to have access to training in the accredited ILM5 Coaching and Mentoring course at a reduced cost. The regional network is designed to be reciprocal insofar that each authority, which has signed up to the network, will commit to providing trained coaches to the network so that staff at other authorities can access their support. We have one trained coach assigned who has already provided support and guidance.

Our strategy will:

- !! Build upon a culture whereby staff are encouraged to develop and be innovative and have opportunities to develop in new skills, and responsibility – encouraging secondments, acting up, mentoring, shadowing and coaching.
- !! Continue to attract funding for training from nationally accredited schemes
- !! Audit appraisal paperwork and process, supporting managers in setting individual learning pathways and identifying and remedying poor performance

- !! Engage more directly with managers (via the new managers forum) in order to identify specific corporate training needs
- !! Encourage staff and managers to build networks inside and outside of the organisation to create learning opportunities
- !! Shift the organisation's over reliance on attending programmes to learning in the workplace through mentoring and coaching and finding other opportunities and solutions for learning. The success of blended learning in other sectors should not be ignored
- !! Review the corporate training plan on a half yearly basis

Planning and Implementation

The level of uncertainty beyond the 2015 elections makes it difficult to develop a detailed implementation plan, however the critical areas of work have been identified and a review of each service by individual job role and the future requirement for flexible delivery will provide the foundation for meeting the challenges of further spending cuts. To continue to be a successful local authority it will not be possible to deliver the same services to the same level in the same way in the future.

We need to invest in our people's skills, retain the knowledge acquired of many years and pass on this experience. How we do this will impact on how our organisation evolves to serve the community in increasingly challenging financial times. This People Strategy establishes a firm foundation on which to build from 2014 into a post election year of 2016.

HBBC ESTABLISHMENT PROFILE

	Number of employees	Full time Equivalent	Working Hours %		Contract Status %			Sick days per FTE
			Full time	Part time	Perm	FTC/Temp		
As at 31.3.13	426	378.02	74.70	25.30	93.43	6.57	2012/13	8.94 days
As at 31.3.12	428	380.18	72.09	27.91	95.59	4.41	2011/12	6.20 days
As at 31.3.11	417	361.64	70.09	29.91	91.39	8.61	2010/11	6.49 days

WORKFORCE AND AGE PROFILE

	Gender %		Ethnicity %		Disability %	Age Profile %				
	Female	Male	White	BME		16-24	25-39	40-49	50-59	60+
As at 31.3.13	51.28	48.72	96.47	3.53	4.22	3.06	28.64	29.81	25.35	13.14
As at 31.3.12	52.68	47.32	97.20	2.80	4.42	2.33	28.44	28.90	25.41	14.92
As at 31.3.11	57.55	42.45	97.36	2.64	4.08	1.44	27.82	29.26	24.46	17.02

VACANCIES AND TURNOVER

	Vacancies%	Leavers	Turnover %	Service Profile at date of leaving in years %					
				<1 yr	1-5 yrs	6-10 yrs	11-15 yrs	16-20 yrs	21>
As at 31.3.13	8.68	46	10.79	17	39	33	7	2	2
As at 31.3.12	10.28	44	10.26	14	52	18	7	7	2
As at 31.3.11	7.43	41	9.80	20	37	24	2	10	7

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COUNCIL – 1 JULY 2014

PAY POLICY STATEMENT 2014/15
REPORT OF DEPUTY CHIEF EXECUTIVE (CORPORATE
DIRECTION)



Hinckley & Bosworth
Borough Council

A Borough to be proud of

1. PURPOSE OF REPORT

To present to Members for approval the proposed HBBC Pay Policy Statement for 2014/15 set out at Appendix A.

2. RECOMMENDATION

That Council approve the HBBC Pay Policy Statement for 2014/15.

3. BACKGROUND TO THE REPORT

3.1 The pay accountability provisions within Localism Act 2011 incorporate the principles of transparency and accountability in regard to how local authorities pay and reward its workforce. Section 38 of the act requires local authorities to prepare pay policy statements setting out the authority's own policies in regard to the remuneration of its staff in particular its senior staff (or 'chief officers') and its lowest paid employees.

3.2 Pay policy statements must be prepared and approved by full Council each financial year. Following approval the statement must be published on the council's website and complied with when setting terms and conditions of chief officers.

3.3 The legislation provides that the pay policy statement includes:

- The council's policy on the level and elements of remuneration for each chief officer
- The council's policy on the remuneration of its lowest paid employees (together with its definition of its lowest paid employees)
- The council's policy on the relationship between the remuneration of its chief officers and other officers, known as the pay multiple
- The council's policy on other specific aspects of chief officer's remuneration : during recruitment, increases and additions to remuneration, use of performance related pay, bonuses and termination payments

3.4 The Pay Policy is the same as the previous year apart from the change in the implementation of a new minimum wage rate for HBBC staff, this being £7.71 (£14,880 per annum) which is above the living wage rate of £7.65.

4. FINANCIAL IMPLICATIONS [KP]

None.

5. LEGAL IMPLICATIONS [LH]

Contained within the body of the report

6. CORPORATE PLAN IMPLICATIONS

By publishing the Pay Policy Statement will ensure that data is accessible to the community thus meets the Corporate Plan aim 'Strong and distinctive communities' and supports the value of 'Equality and Fair Treatment for all'.

7. **CONSULTATION**

n/a

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 identified from this assessment:

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
Failure to publish the pay policy statement and therefore not complying with the legislation may lead to enforcement risk and/or reputational damage to the authority	Council approve Pay Policy Statement	SK

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

By publishing the Pay Policy Statement will ensure greater transparency in regard to how pay is determined thus ensuring accountability to citizens within the borough. The pay policy statement also sets out how the authority through its robust pay policies does not discriminate against any groups of staff within the protected characteristics as contained within the Equality Act 2010.

10. **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
- Planning Implications
- Voluntary Sector

Background papers: None

Contact Officer: Julie Stay, Human Resources and Transformation Manager, Ext 5688
Executive Member: Cllr K Lynch

HINCKLEY & BOSWORTH BOROUGH COUNCIL PAY POLICY STATEMENT 2014/2015

1. Introduction

- 1.1 Section 38 of the Localism Act 2011 requires local authorities to produce a Pay Policy Statement every financial year. This document comprises that Pay Policy Statement being recommended for adoption for 2014/15.
- 1.2 Whilst the Act and supporting guidance sets out the pay detail that must be included in the statutory pay policy, each local authority has the autonomy to make decisions on pay structures and pay policies. The Pay Policy Statement must be approved formally by full Council each year, can be amended in year, must be published on the Council's website and must be complied with when setting terms and conditions of Chief Officer employees.
- 1.3 This Pay Policy Statement includes a policy on:
 - (a) the level and elements of remuneration for each Chief Officer;
 - (b) the remuneration of the lowest paid employees;
 - (c) the pay differential, known as the 'pay multiple' between the remuneration of Chief Officers and other officers and
 - (d) other aspects of Chief Officer remuneration, fees and charges and other discretionary payments

2. Principles

- 2.1 HBBC recognises that, in the context of managing scarce resources, remuneration at all levels needs to be adequate to secure high quality employees who provide excellent services to the public, yet at the same time needs to avoid being unnecessarily generous or otherwise excessive. This pay policy sets out how the Council determines pay decisions across all aspects of pay and provides a framework to assist council Members in determining a pay strategy in a fair and equitable way within the council's Medium Term Financial Strategy.
- 2.2 The Public Sector Equality Duty also requires the Council to develop and publish a policy on how it is meeting its duty, having due regard to the need to eliminate unlawful discrimination particularly in relation to employment and pay. As an 'Achieving' authority under the Equality Framework for Local Government the council supports the principle of equal opportunities in employment and acknowledges that men and women should receive equal pay for the same or broadly similar work, for work rated as equivalent and for work of equal value. This Pay Policy Statement sets out the Council's approach in ensuring equality of pay in line with those legal requirements.

- 2.3 It is important that local authorities are able to determine their own pay structures in order to address local priorities and to compete in the local labour market.

3. Scope

- 3.1 The policy covers all staff employed by the Council irrespective of grade and conditions of service. It will have reference to national agreements which affect pay and grading including:

- National Agreement on Pay and Conditions of Service (the Green book, for all staff below Head of Service)
- Joint Negotiating Committee for Chief Executives (Chief Executive and Deputy Chief Executive)
- Joint Negotiating Committee for Chief Officers

A copy of the Council's staffing structure is at Appendix A.

4. Remuneration of senior officers

- 4.1 In this policy the senior pay group refers to posts within the top three tiers of the organisation. These include the Chief Executive Officer, Deputy Chief Executive (2) and Chief Officers (4).

4.2 Chief Executive

- 4.2.1 The term Chief Executive means the officer who is the head of the council's paid service. The salary paid to the Chief Executive (this excludes Returning Officer fees which are paid separately) is approved by full Council at the time of appointment.

- 4.2.2 The current salary range for the Chief Executive is £114,331 – £136,712 per annum; the range contains 5 increments and is subject to annual cost of living increases agreed by the Joint National Council (JNC). This is a local grade which was established in 2004, following an analysis of the degree of responsibility in the role, benchmarking with other comparators and the ability to recruit and retain an exceptional candidate.

- 4.2.3 The Council's review group, which comprises of the elected leader and the leader of the opposition group, determines incremental pay progression on an annual basis with the potential to award up to 3 increments in any one year. The 3 available increments will be awarded on the following basis, taking into account the Chief Executive's overall performance in relation to performance measures which are:

Satisfactory performance	-	0 increment
Good performance	-	1 increment
Excellent performance	-	2 increments
Outstanding performance	-	3 increments

The current Chief Executive reached the top of the scale in 2009.

4.2.3 Other conditions of service are as prescribed by the JNC for Local Authority Chief Executives national conditions.

4.3 Deputy Chief Executive and Heads of Service

4.3.1 The pay and grading for both Deputy Chief Executives and Chief Officers are evaluated using the HAY evaluation scheme. The HAY scheme methodology reviews current job information including: job descriptions, staff structure including lines of accountability and capital and revenue budget responsibility. This information is used to determine the value of the job size. The external officer also reviews salary scales for similar posts in other councils in order to make a meaningful comparison.

4.3.2 The grades are as follows:

Deputy Chief Executive Grade	Fixed Salary	£95,231
Chief Officers	Spinal point 1-5	£57,900 - £67,500

Salary is subject to annual cost of living increases agreed by Joint Negotiating Committee for Chief Officers.

4.3.3 Other conditions of service are as prescribed by the JNC for Local Authority Chief Executives national conditions.

4.4 Other allowances

4.4.1 The Chief Executive, Deputy Chief Executives and Chief Officers do not receive a car allowance. It is expected that the basic salary payable covers all motoring costs.

4.4.2 Fees are payable for Returning Officer duties which are not part of the post holder's substantive role. Whilst appointed by the council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from his/her duties as an employee of the council. Returning Officer fees are variable and paid based upon the number of electors per election. The Returning Officer for the council is the Chief Executive.

- 4.4.3 For any Chief Officer who undertakes duties that have been procured by another local authority, a discretionary payment (honorarium) will be made based on a percentage of the amount charged to the procuring authority, following an assessment by the Head of Paid Service of the additional time, over and above the contracted hours, that the Chief Officer will spend in carrying out these additional duties.
- 4.4.4 There are no other additional elements of remuneration in respect of: overtime, bank holiday working, standby payments etc. paid to senior staff as they are expected to undertake duties outside their contractual hours and working patterns without additional payment.

5. Pay Structure

- 5.1 The locally agreed pay structure (Grade 1 -11) applies to all employees excluding the senior pay group (Appendix B). Salaries within the pay spine are subject to pay awards as agreed by the National Agreement on Pay and Conditions of Service (NJC). The lowest spinal point 5 within Grade 1 is currently £6.45 at a full time equivalent basic pay rate £12,145 per annum. However in April 2014 the council provided a commitment to pay all staff a minimum rate of £7.71 (£14,880 per annum) which is above the living wage rate of £7.65.
- 5.2 All posts are evaluated using the NJC Job Evaluation Scheme, which is recognised by public sector employers and unions nationally. This scheme allows for robust measurement against set criteria resulting in fair and objective evaluations and ensures equal pay.
- 5.3 Progression within the grade for all staff is subject to satisfactory performance which is assessed annually through the council's appraisal process.
- 5.4 Incremental progression is subject to the employee meeting the following criteria, such as
- Mandatory core skills training e.g. customer care, equalities
 - Achievement of national standards (where they exist)
 - Working as part of a team to meet service objectives
 - Competence to cover absence of immediate supervisors and colleagues on sickness or holiday
 - Attainment of any NVQ/national/ professional/post graduate/qualification necessary to operate at a fully competent level

- Contributing to 'on the job' training and induction for new employees

5.5 The grading structure aims to meet the current and/or market position for most jobs. At certain times some types of jobs are very scarce either because of national shortages or high demand for certain skills. The consequence of this is recruitment and retention problems in the service. In these circumstances market premiums can be paid in order to attract good candidates. The criteria for payment of market premiums, which must be established before any payments are offered to either recruit or retain, is set out below:

- Recruitment problems - identified by the failure of at least one advertising campaign
- Retention problems - identified by a higher than normal turnover rate
- A high pay market - where credible market information advises of high rates of pay

The Strategic Leadership Board will review all market arrangements to be approved by the Ethical Governance and Personnel Committee.

6. Other allowances

6.1 NJC employees may claim allowances which may be locally and nationally agreed in the course of their work duties. A list of typical allowances that employees can claim is set out at Appendix C.

7. Pension Arrangements

All employees, of the council, irrespective of pay group, are entitled to join the Local Government Pension Scheme. The table below sets out the varied rates that employees are required to contribute based upon their whole time salary.

The employee contribution rates for 2014/15 are below:

Full time salary range	Contribution rate
Up to £13,500	5.5%
More than £13,501 and up to £21,000	5.8%
More than £21,001 and up to £34,000	6.5%
More than £34,001 and up to £43,000	6.8%
More than £43,001 and up to £60,000	8.5%
More than £60,001 and up to £85,000	9.9%
More than £85,001 and up to £100,000	10.5%
More than £100,001 and up to £150,000	11.4%
£150,001 or more	12.5%

The council, as an employer, currently contributes 16.4% of the whole time salary.

8. Multipliers

- 8.1 Publishing the pay ratio of the organisation's top earner to that of its lowest paid earner and median earner has been recommended to support the principles of Fair Pay (Will Hutton, 2011) and transparency.
- 8.2 In the context of the council's payroll the Chief Executive, who is the top earner in the Council, currently earns £136,712 per annum. This is 5.79 times the average earnings in the Council, 6.89 times the median earnings and 9.19 times the lowest earner, which is £14,880 per annum.
- 8.3 The multipliers are monitored each year and notably the differential between the top earner and lowest earner has decreased compared to 2012/13.

9.0 Severance Payments

9.1 The council operates a voluntary severance scheme which is applicable to all employees of the Council. The scheme applies to:

- Redundancy
- Voluntary early retirement

The policy for the award of any discretionary payment due to termination is the same for all staff regardless of level.

9.2 Redundancy

Under regulation 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations 2006 the Council can exercise discretion to increase statutory redundancy payments.

The Ethical, Governance and Personnel Committee will determine severance terms in accordance for Senior Officers (Heads of Service and above). For other Officers it will be the Council's Chief Executive in consultation with the Deputy Chief Executive (Corporate Direction).

The Council's redundancy policy allows for the number of weeks pay accrued (via the statutory formula) to be enhanced by applying a multiplier of 1.5. This is payable to employees made redundant with 2 or more years local government service regardless of their age.

9.3 Early Retirement – inefficiency grounds

Employees who will be 55 or more and have at least 2 years' pensionable service in the Local Government Pension Scheme (LGPS) may retire early upon entering into a formal agreement with the Council which will include a mutually agreed retirement date, where it is considered to be in the interests of the efficient exercise of the Council's functions. The employee will not receive a severance payment or additional year's service but will have access to the pension scheme. The capital cost of early payment of pension benefits is subject to approval and costs must be met by savings within a 3 year period.

This will not generally be awarded other than in exceptional circumstances and not where there would be any entitlement to redundancy.

9.4 Early Retirement

An employee can request to retire early from the age of 55 years. For employees between aged 55 – 59 years there will be a capital cost incurred by the employer. The Council therefore will use discretion as to whether to grant early retirement but each case will be at the Chief Executive's discretion in consultation with Deputy Chief Executive (Corporate Direction).

9.5 Flexible Retirement

An employee who is a member of the LGPS and 55 years or over may request with the council consent reduces their hours and/or grade and make an election to the administering authority for payment of their accrued benefits without having retired from employment. However the council will only agree to release pension where there is no capital cost to the authority.

10. Re-employment/engagement of senior managers

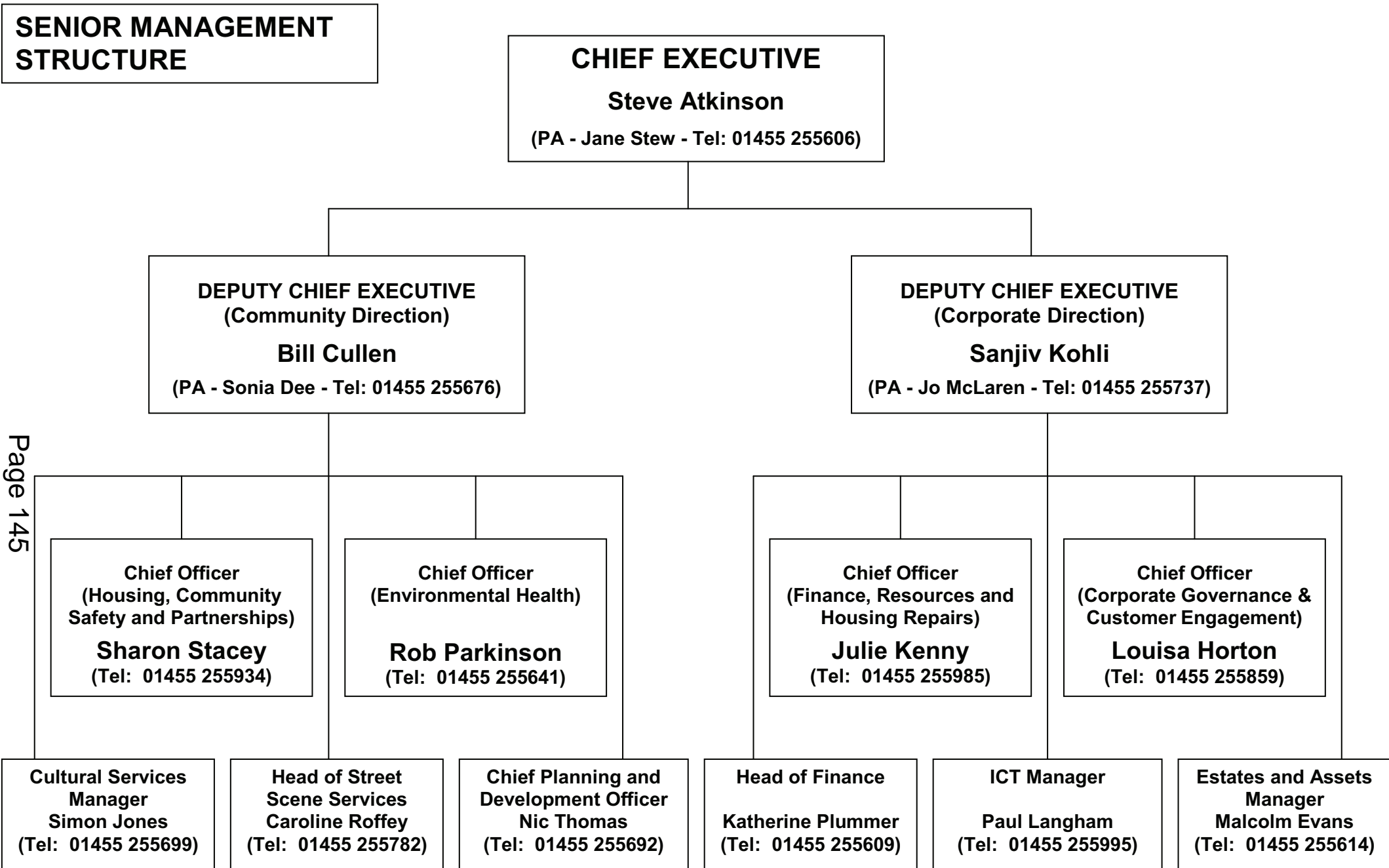
Where a senior manager, as defined under paragraph 4.1, has left the authority on redundancy or early retirement grounds, the authority will not re-employ at a later stage or re-engage the former employee as a consultant.

11. Decision Making

Decisions on remuneration are made as follows:

- (a) Chief Executive local pay structure approved by full Council
- (b) Performance progression of Chief Executive Officer approved by the leader and opposition leader in accordance with the Chief Executive Performance Related Pay Scheme
- (c) Pay structure for all other posts approved by full Council
- (d) Performance progression for all other posts in accordance with the locally agreed scheme and as approved by officers under existing delegated powers

**SENIOR MANAGEMENT
STRUCTURE**



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Grading Structure – 1 April 2013

Sp Pt	Salary Structure April 2011	Hourly Rate	278	337	385	431	478	520	567	639	699	762	820
			1	2	3	4	5	6	7	8	9	10	11
54	50,461	26.16											
53	49,248	25.53											
52	48,045	24.90											
51	46,833	24.27											
50	45,621	23.65											
49	42,032	21.79											
48	41,148	21.33											
47	40,254	20.86											
46	39,351	20.40											
45	38,422	19.92											
44	37,578	19.48											
43	36,676	19.01											
42	35,784	18.55											
41	34,894	18.09											
40	33,998	17.62											
39	33,128	17.17											
38	32,072	16.62											
37	31,160	16.15											
36	30,311	15.71											
35	29,528	15.31											
34	28,922	14.99											
33	28,127	14.58											
32	27,323	14.16											
31	26,539	13.76											
30	25,727	13.33											
29	24,892	12.90											
28	23,945	12.41											
27	23,188	12.02											
26	22,443	11.63											
25	21,734	11.27											
24	21,067	10.92											
23	20,400	10.57											
22	19,817	10.27											
21	19,317	10.01											
20	18,638	9.66											
19	17,980	9.32											
18	17,333	8.98											
17	16,998	8.81											
16	16,604	8.61											
15	16,215	8.40											
14	15,882	8.23											
13	15,598	8.08											
12	15,189	7.87											

Grading Structure – 1 April 2013

11	14,880	7.71											
10	14,013	7.26											
10A	13,891	7.20											
9	13,725	7.11											
8	13,321	6.90											
7	12,915	6.69											
6	12,614	6.54											
5	12,435	6.45											
4	12,226	6.36	-	-	-	-	-	-	-	-	-	-	-

Please note from 1st October 2013 SCP 4 will be deleted



Hinckley & Bosworth
Borough Council

A Borough to be proud of

COUNCIL – 1ST JULY 2014

REPORT OF THE DEPUTY CHIEF EXECUTIVE (CORPORATE DIRECTION)

RE: DRAFT OUTTURN 2013/2014

WARDS AFFECTED: ALL WARDS

1 **PURPOSE OF REPORT**

1.1 To inform Council of the draft financial outturn for 2013/2014 The final outturn will be reported following the conclusion of the Council's External Audit in September 2014.

2. **RECOMMENDATIONS**

- 2.1 That Council approves the draft General Fund outturn for 2013/2014 as outlined in section 3.2
- 2.2 That Council approves the transfers to earmarked reserves and balances outlined in sections **3.8-3.12** of the report and **Appendix 1**.
- 2.3 That Council approves the carry forwards of expenditure and income to 2014/2015 as detailed in **Appendix 2 and 3** and section **3.13-14**.
- 2.4 That Council approves the draft Housing Revenue and Housing Repairs Account (HRA) outturn for 2013/2014 and transfers to/from balances as set out in paragraph **3.16 -3.19**
- 2.5 That Council approves the recommendations in respect of the year end outturn for the General Fund capital programme and the Housing Revenue Account capital programme and those carry forwards detailed in **Appendix 5**
- 2.6 That Council note the outturn for the Leicestershire Revenues and Benefits Partnership for 2013/2014 outlined in section **3.27**
- 2.7 That Council note the link between the outturn report and the review of reserves contained elsewhere on this agenda

3. **BACKGROUND TO THE REPORT**

General Fund

- 3.1 In February 2013 the Council adopted a General Fund budget for 2013/2014 which indicated that a net (gross service expenditure less gross service income) **£12,555,111** would be spent on services with **£166,199** to be transferred from General Fund balances and a net **£129,478** being transferred to earmarked reserves.
- 3.2 After taking account of adjustments to the budget, (e.g. virements and supplementary budgets) year end adjustments and savings identified in year, the provisional 2013/2014 outturn shows **£10,444,507** (before the transfer to unapplied grants) being spent on services with **£1,315,077** being transferred to earmarked reserves and **£562,272** being transferred to General Fund balances. In considering this position it should be noted that a transfer of £568,000 from balances to reserves was approved by Council in September 2013. Taking this

into account, a net under spend of **£1,296,472** is forecast for 2013/2014 as indicated below:

	Transfer to/(from) Balances
	£
Original Estimate	-166,199
Approved transfer to reserves	-568,000
Forecast position	-734,199
Draft outturn position	562,273
(Under)/over spend	-1,296,472

3.3 A summary of the provisional outturn is provided below:

	Original Estimate	Latest Estimate	Provisional Out Turn
	2013/2014	2013/2014	2013/2014
	£	£	£
Central Services	3,150,770	2,506,293	1,651,347
Leisure & Environment	6,649,840	6,585,537	5,566,537
Housing (General Fund)	1,326,246	1,852,051	2,318,046
Planning	1,438,555	1,859,014	963,482
Direct Service Organisations	(10,300)	2,899	(54,905)
Regional Growth Funding Unapplied Grants	0	0	(10,534,000)
Further Savings Identified in Year	0	(439,263)	0
Total Service Expenditure	12,555,111	12,366,531	(89,493)
Special Expenses brought down	(614,430)	(624,723)	(615,453)
Capital Accounting Adjustment	(1,996,100)	(1,996,100)	(2,256,049)
Revenue Contributions to Capital	0	118,800	89,059
External Interest Paid /(Received)	134,240	127,240	638,139
IAS 19 Adjustment	(141,350)	(141,350)	(54,115)
Holiday Pay			24,928
Transfer to / (from) Pension Reserve	115,510	115,510	115,658
Transfer to / (from) carry forwards *	0	(139,439)	77,983
Transfer to / (from) unapplied grants	0	(620,568)	10,040,523
Transfer to Reserves	396,840	2,474,056	2,709,478
Use of Reserves	(267,362)	(1,300,178)	(1,394,401)
Transfer (from) / to General Balances	(166,199)	(363,519)	562,273
HBBC Budget Requirement	10,016,260	10,016,260	9,848,531

* Reflects reversal of 2012/2013 carry forwards and 2013/2014 carry forwards detailed in section 3.13

3.4 The major variations (under spends and additional income) in year can be summarised as follows:

	Under / (over) spend
	£'000
<i>Expenditure Savings</i>	
Salary savings across all service areas	135
Reduction in audit fees and rebate from Audit Commission	45
Underspend on allocation of Discretionary Discount funding	44
Recycling savings following a full service review. Savings in areas including agency staff and equipment leasing.	38
Street cleansing - Fuel and leasing costs	32
Saving on minor works at the Leisure Centre	38
Successful NNDR appeal for Argents Mead	88
Balance on finance lease for Florence house – released following end of tenancy	77
Discretionary Relief funding now provided by Collection Fund	70
<i>Additional Income</i>	
Council Tax/NNDR - Additional legal costs recovered due to changes in recovery methods	121
Recycling - Additional income received from recycling credits and missed collection defaults	98
Street cleansing - Additional income from work on void properties	29
Additional trade waste income	34
Additional car parking income from Leicestershire County Council permits and Brunel Road car park (due to delay in Crescent development)	43
Additional development control income received for pre application advice and planning applications	101
Additional property rents	30

3.5 In addition to the above, the Council is forecasting retained growth in Business Rates of £176,935. Members will recall that the introduction of Business Rates Retention on 1st April 2014 means that additional Business Rates received over a set “baseline” are subject to a “levy” of 50%. The remaining 50% is retained in the General Fund. In 2013/2014, this Council collected £70,416 less Business Rates than predicted by Government. The reason for this decrease can be mainly attributed to the deferral of the decision to increase the small business rates multiplier. To compensate for this, this Council was awarded a grant of £424,098 which acts “de facto” as income from rates. When this is taken into account, the Business Rates gain for this Council is £353,870, before levy payments and therefore £176,935 following.

	£
Collected Business Rates in year (after reliefs)	27,077,526
District share (40%)	10,831,010
Tariff paid to Central Government	-8,630,986
District Business Rates for 2013/2014	2,200,024

Funding Baseline (expected income)	2,270,252
(Gain)/Loss	70,228
Small Business Rates Relief Grant	-424,098
Gain before levy	-353,870
Levy	176,935
Forecast gain	-176,935

3.6 In compiling the draft outturn, a number of transactions are required to reflect the requirements of the Code of Practice for preparing the Statement of Accounts and are shown within the cost of services line above. These transactions arise from the receipt of information during the closedown process and relate to matters that are not determinable at the time the budget is prepared so no provision is made. In each case, a corresponding entry is made for these amounts “below the line” and therefore they have no impact on the General Fund balance. These adjustments should be taken into account when interpreting the budget and are:

- Revaluation movements on the Property, Plant and Equipment
- Transfers to unapplied grants and contributions reserve. For 2013/2014, this includes £10.534 million of Regional Growth Funding which has been received but will not be spent until the forthcoming year
- Holiday Pay notional adjustments
- Transactions relating to leasing costs required for accounting purposes

3.7 Members have a choice as to whether they wish to transfer some or all of the realised under spend to specific earmarked reserves in 2014/2015 to address future pressures on service areas. A further report on these transfers is contained on this agenda.

Recommended Transfers to Earmarked Reserve

3.8 When the original Budget was approved by Council in February 2013 it was proposed that a net £129,478 would be transferred to earmarked reserves to fund future spend. Following the annual review of reserves in September 2013, Council approved a further transfer to reserves from General Fund balances of £568,000.

3.9 Based on the current outturn position, it is forecast that a net £1,315,077 will be taken to earmarked reserves for 2013/2014.

3.10 After the suggested transfers, the total balance of earmarked General Fund reserves will be £6.472million (including Special Expenses). This balance also reflects transfers that have been made from reserves for capital purposes in year. A complete list of the forecast closing reserves position is set out in the table in **Appendix 1**.

3.11 A further review of earmarked reserves is contained elsewhere on this agenda.

General Fund Balances

3.12 It is recommended that a total of £562,273 be transferred to General Fund balances at 31 March 2014. Based on this position, it is provisionally forecast that General Fund balances (including those relating to Special Expenses) will be

£2.193 million for 2013/2014. The Medium Term Financial Strategy (MTFS) requires that at least 10% of the Council's budget requirement should be held in balances to ensure ongoing financial stability. On this basis, "excess" balances of £1.153 million are currently available:

	Total	General Fund	Special Expenses
	£'000	£'000	£'000
Balances at 1 April 2013	1,767	1,584	183
Forecast transfer to/from balances	426	562	-136
Forecast Balances at 31 March 2014	2,193	2,146	47
Net Budget Requirement	10,403	9,849	554
Minimum Balance requirement	1,040	985	55
Balance surplus /(requirement)	1,153	1,161	-8

Carry Forward of 2013/2014 Budgets

3.13 In a number of cases budget managers have requested that the under spend in their budget(s) be carried forward to 2014/2015 because of delays in committing expenditure. Requests totalling £451,954 have been received (to be funded as detailed below).

Source of Funding	Amount £
General Fund Balances	217,422
General Fund Reserves (all LDF)	123,199
Housing Revenue Account balances	111,333
Total	451,954

Details of the requests received and those recommended for approval are shown in **Appendix 2**.

3.14 In addition to these amounts, budget holders have identified £265,079 of funding that has been allocated but not spent as at 31st March 2014. In these cases the unspent income has been transferred to "unapplied grants and contributions" in accordance with accounting standards. In addition to this amount, the Council is also required to transfer £10,534,000 of Regional Growth Funding received in year to this reserve as it will be spent in 2014/2015. Pending approval, budgets will be set up for these amounts in 2014/2015 and funding released accordingly from the Balance Sheet.

Grant Allocation	Amount £
General Fund	235,079
RGF	10,534,000
Housing Revenue Account	30,000
Total	10,799,079

Details of the requests received and those recommended for approval are shown in **Appendix 3**.

Housing Revenue Account

3.15 The Housing Revenue Budget for 2013/2014 budgeted a deficit of £1,101,153 would be achieved in year. This allowed transfers to be made to the Regeneration Reserve and to reduce the HRA balance to the minimum level agreed in the HRA Business Plan (£250 per property). The draft outturn position reduces this deficit to £735,527 – an under spend of £365,626. The main reasons for this variance are as follows:-

	Under /(over) spend £000's
Salary savings from vacancies	69
Savings on central and administration overheads	46
Utilities savings on gas and electricity	26
Additional income received - including Supporting People Funding (£30,000) and (£16,000) from North West Leicestershire for an Older Persons review	57
Reduction in the provision for doubtful debts due to improved recovery	47
Reduced debt management costs	27
Other small savings	30

3.16 Based on this position, it is provisionally forecast that HRA balances will be £1.156million for 2013/2014. The HRA Business Plan requires that £250 per property should be held in balances to ensure ongoing financial stability of the HRA. A report on treatment of these balances is included elsewhere on this agenda.

3.17 In addition to Housing Revenue balances, the HRA has forecast earmarked reserves of £7.047 million as at 31st March 2014. The vast majority of this balance (£4.385 million) relates to the HRA Regeneration Reserve which will be used for new Affordable Housing projects going forward. A complete list of the proposed closing reserves position is set out in the table in **Appendix 4**.

Housing Repairs Account

3.18 The approved housing repairs budget forecast that £16,233 would be taken from the account balance in 2013/2014. Following virements approved by Council, the revised budget for the housing repairs account reduced this to £5,173. The draft outturn position for the housing repairs account shows a provisional surplus of £241,824 (a net under spend of £246,997). This has principally arisen because of lower than anticipated contract costs and demand. Members will recall that a recent review of the schedule of rates identified that the Council's charging structure is significantly lower than the market rate. This position also explains the under spend. In order to manage the impact of increasing the schedule of rates in 2014/2015 (an increase of 30% has been endorsed by Finance, Audit and Performance Committee), a carry forward of £100,000 has been requested as detailed in 3.13 and Appendix 2,

3.19 The housing repairs account forms part of the wider HRA reserves detailed in section 3.17. Based on the provisional outturn it is forecast that the housing repairs account will have a balance of £0.483million as at 31st March 2014.

Capital Programme – General Fund

3.20 The provisional under spend for the General Fund Capital Programme is £4,294,798 against a budget of £10,264,678 The main variances are summarised below:

	Under /(over) spend
	£000's
Major and Minor Works - Alternative Public Health and Government (DECC) funding has been used to finance works in year.	126
Disabled Facilities Grants - Delays in receiving occupational health assessments has created slippage in spend. Process has now been reviewed. There is a strong commitment to spend funding ahead of changes to allocation methods going forward	157
Private Sector Leasing - Budget relates to contribution for phase 2 of works which has been deferred to 2014/2015	60
Green Deal/Fuel Poverty Grant - Funding received by HBBC as the accountable body in 2013/2014. Some delays have occurred with schemes in other districts. All funds must be defrayed/committed by 31st March 2015	430
Regional Growth Fund - Slippage to programme changes following allocation of Pinchpoint funding and associated impact on tender progress for main contractor and sub station provider. All RGF funding must be spent by 31st March 2015	3,048
Rural Broadband - Delays in release of funds from Leicestershire County Council. Monies now received	58
Burbage Common - Slippage due to weather conditions. Work to be completed in July 2014	29
Refuse Vehicle - Some difficulties encountered sourcing vehicle with correct specification. Monies to be spent in 2014/2015	75
Asset Management Enhancement works - Budget for cemetery works which have been delayed due to capacity. Work to commence in 2014/2015	34
Argents Mead and Depot Demolition - Works to be completed by May 2014	123
ICT General Renewals - Microsoft update deferred to 2014/2015 to allow time for Hub relocation	28

3.21 In the majority of cases, under spends are due to delays and therefore will be committed in forthcoming years. If approved, the relevant financing for these schemes will be transferred to the 2014/2015 Capital Programme. Carry forwards totalling £4,164,263 have been made for the General Fund Capital Programme and are contained within **Appendix 5**. Those under spends not requested for carry forward (£130,535) will be released as savings.

Capital Programme – HRA

- 3.22 The contractor arm of the in-house housing repairs service operates using a trading account within the General Fund. All expenditure incurred for in-house operations is posted to this code. Income is posted to the account following interfaces from Orchard which are calculated on the basis of schedule of rates held. At the year end, any surplus or deficit held on the trading account is removed and transferred to the housing repairs accounts. The balance is proportioned between capital and revenue based on the value of jobs completed to date. .
- 3.23 A break even position was not achieved in 2012/2013 and a deficit of £230,000 was charged to the housing repairs accounts. Members will recall that the forecast capital deficit for 2013/2014 in December 2013 was £232,959 and therefore various virements from contingency budgets were approved to ensure nil impact on the HRA overall.
- 3.24 As at 31st March 2014, this deficit has increased by £205,924, mainly due to issues with the schedule of rates outlined in section 3.18. The cost of this has been mitigated by release of further contingency budgets, savings in schemes such as kitchens and also the receipt of an insurance claim lodged earlier in year. The effect of all movements has created a £8,868 surplus on the housing repairs account .

Revenues and Benefit Partnership

- 3.25 The outturn position for the Leicestershire Revenues and Benefits Partnership has been reported to the Partnership Joint Committee and is provided for members for reference.
- 3.26 The Joint Committee approved a budget for the Partnership for 2013/2014 which indicated that £3,685,009 would be spent on the Partnership, matched by income from the partners. Of the expenditure incurred, £78,980 of spend was funded through the Partnership “under-spend” reserve.
- 3.27 Actual spend as at 31st March 2014 is summarized below. As at the end of 2013/2014, the Partnership under spent against budget (following timing variances and carry forwards) by £68,028.

	2013/2014 Budget	2013/2014 Actual	Variance to Date (Over) / Under Spend	Timing Differences	Forecast variance (Over) / Under Spend
	£	£	£	£	£
Expenditure	3,685,009	3,216,118	468,891	393,425	75,466
Carry forwards	0	0	0	38,000	-38,000
Income	-3,685,009	-3,274,278	-410,731	-441,293	30,561
Total	0	-58,160	58,160	-9,868	68,028

- 3.28 The Partnership Joint Committee have approved the transfer of this under spend to the Partnership reserve to fund the salary cost of an interim Partnership Director who is to be recruited to implement the recommendations resulting from

a recent review of the Partnership. This contribution is split between the partners as indicated below. Members should not that this contribution has been budgeted for and therefore does not result in any additional cost for the Council.

	Total	HDC	NWLDC	HBBC
	£	£	£	£
Contribution to Partnership Reserve	68,028	21,222	12,275	34,531

4 FINANCIAL IMPLICATIONS (KP)

Contained in the body of the report.

5 LEGAL IMPLICATIONS (EC)

5.1 This report is stated as being for information only.

5.2 The Local Government Act 2003 places a duty on the S151 Officer to report to members on the budget setting process and comment on the adequacy of the reserves allowed for.

6 CORPORATE PLAN IMPLICATIONS

The budget and outturn contributes to the achievement of all Corporate Plan Priorities.

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 successfully deliver the Medium Term Financial Strategy	The draft out turn position shows a year end forecast under spend in excess of £1mill. Majority of this will be allocated to earmarked reserves in order to smooth out the impact of further anticipated reduction (around 16%) in Formula Grant funding and the impact of LCC budget cuts (estimated at the top end at £500K. The budget for 2014/15 was agreed by full Council on 20th February. Minimum amount taken from balances after including just over £300K in base savings and additional income. The draft MTFs is going to be considered by executive at the briefing on 16th April. This will then go to Scrutiny Commission (all Members	S Kohli

	<p>invited) on 15th May and full Council on 20th May for approval. The financial position for 23015/16 and 2016/17 is extremely challenging (made significantly worse by the announcements of County Council cuts that will affect Leicestershire District Councils)with the Council no longer able to work towards the "forecast" position. Instead the Strategy directs the Council to work towards moving to the "best case" forecast by making certain decisions.</p> <p>One further mitigating action being pursued by senior management is to negotiate a share of Business Rates uplift from the Enterprise Zone on the basis that this Council is not worse off from losing BR up lift that it would otherwise would have been entitled to if the Zone had not been established./</p>	
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8. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

There are no direct implications with the budget process. .

9. CORPORATE IMPLICATIONS

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

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

Background Papers: Civica Authority Financials reports
 Closedown files
 Author: Katherine Plummer Head of Finance ext 5609
 Executive Member: Cllr KWP Lynch

Appendix 1

General Fund Earmarked Reserves

	Balance at 31st March 2012	Transfers out 2012/2013	Transfers in 2012/2013	Balance at 31st March 2013	Transfers out 2013/14	Transfers in 2013/2014	Balance at 31st March 2014
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Commutation and Feasibility	287	-120	0	167	-41	0	126
Benefits Reserve	272	0	208	480	-274	51	257
Local Plan	442	-34	73	481	-119	0	362
Historic Buildings	14	0	0	14	-14	0	0
Land Charges	51	-20	233	264	-45	0	219
Pensions Contributions	49	0	0	49	0	85	134
Building Control	134	0	0	134	-134	0	0
Waste Management Reserve	243	0	74	317	-54	0	263
ICT Reserve	253	-41	0	212	0	0	212
Project Management/Master plan	333	0	0	333	-130	0	203
Shared Services Reserve	74	0	0	74	-74	0	0
Housing and Planning Delivery Grant	172	-43	0	129	(68	0	61
Flexible Working	15	0	0	15	-15	0	0
Freedom of Information Act Training	3	-3	0	0	0	0	0
New Performance Improvement Set	10	-2	0	8	-8	0	0
Housing Energy Certificate Training	11	0	0	11	-11	0	0
Finance Capacity Fund	22	0	0	22	-22	0	0
Priority Improvement Fund	70	-70	0	0	0	0	0
Workforce Strategy	3	0	10	13	0	0	13
Elections	62	0	25	87	0	0	87
Grounds Maintenance Machinery Replacement	75	-16	25	84	-25	0	59
Transformation	50	0	0	50	-21	0	29
Relocation Reserve	317	-326	346	337	-406	170	101
Future Capital Projects	611	-611	0	0	0	0	0
Modern.Gov Reserve	2	0	0	2	-2	0	0
Greenfields Reserve	19	0	0	19	-19	0	0
Special Expenses	48	-74	177	151	-8	175	318
Carry Forwards	136	-136	139	139	-139	217	217
Hub Future Rental Management	250	0	0	250	-85	750	915
Business Rates Pooling	0	0	110	110	0	60	170
Leisure Centre	0	0	1,353	1,353	-27	1,325	2,651
Community Safety	0	0	3	3	-3	0	0
Troubled Families	0	-30	90	60	-30	0	30
Hinckley Club for Young People	0	0	5	5	0	0	5
Development Control	0	0	40	40	-40	0	0
Customer Services	0	0	0	0	-11	-11	0
Market Income management	0	0	0	0	0	15	15
Car Parking Income	0	0	0	0	0	25	25
Total Earmarked Reserves	4,028	-1,526	2,911	5,413	-1,824	2,884	6,472

Ref	Cost Centre Name	Detailed code name	Reserves	General Fund	HRA	Details
			£	£	£	
1	Neighbourhood Wardens	Hired & Contracted Services		2,689		Replacement CCTV camera that was ordered in Jan 14 with agreement to construct by March 14 , but now due to arrive late April.
2	Anti Social Behaviour - LAA	Minor projects		280		External area based grant funding to be spent on specifically on Community Safety
3	Community Safety	Hired & Contracted Services		4,000		Delay in purchase of cameras planned for ASB hotspot areas
4	Community Safety	Printing & Stationary		1,000		Delay in printing of domestic abuse literature in relation to Endeavour projects
5	Community Safety	Sentinel		750		Budget for Sentinel development
6	Asset Management	Asset Management		12,490		Budget for essential work to the roof at St. Mary's School. Due to the health & safety implications of the work it was arranged for out-of-term time – the nearest suitable date being Easter 2014. The work was originally programmed for 2013/2014 and budget was reserved to cover the full cost.
7	Planning Policy	Earl Shilton & Barwell SUE	58,986			Action Plan could not be completed in 2013/2014 due to delays with a Planning Inspectorate appointment
8	Planning Policy	Gypsy & Traveller Needs Assessment		10,070		Underspend in 2013/2014 whilst LDF guidance issued. Budget to be used for additional consultation in order to meet government guidance
9	Community Infrastructure Levy	Consultancy Fees		4,070		Group project with other districts delayed but likely to be needed next year

Ref	Cost Centre Name	Detailed code name	Reserves	General Fund	HRA	Details
			£	£	£	
10	E Shilton Masterplan Growth Pt	Consultancy Fees		4,050		Underspend in 2013/2014 whilst LDF guidance issued. Budget to be used for additional consultancy support in order to meet government guidance
11	Planning Policy	Site Allocations & Generic Development	64,213			Not possible to complete all work in 2013/2014 due to delays in preparing the DPD
12	Development Control - Enforcement	Salaries		13,260		Planning Enforcement Team only had one post filled in 2013/2014 instead of two, generating a large back-log of work. Request to use 2013-14 underspend to pay for additional hours in 2014-15 to clear backlog.
13	Development Control - Appeals	Sketchley Brook s106		25,000		S106 scheme required developer to provide affordable housing. Budget set aside to fund any legal costs associated with the defence of any claim against the council.
14	Development Control - Applications	Remote Access		2,340		To pay bi-annual fobs costs next year. No renewals occurred in year.
15	Development Control - Enforcement	Legal Fees		19,041		Inquiry for Good Friday gypsy site planning appeal delayed to June 2014
16	Development Control - Appeals	Legal Fees		9,771		Underspends in year requested to carry forward to defend the Council's interests for 3 appeals likely to occur next year relating to Barlestone, Hinckley &
17	Development Control - Enforcement	Hired & Contracted Services		3,000		Direct action to replace windows at a residential property that is causing considerable problems for local community.
18	Internal Audit	Audit fees		2,580		10 Audit days unused in 2013-14 to be used for 2014-15 Audit plan.

Ref	Cost Centre Name	Detailed code name	Reserves	General Fund	HRA	Details
			£	£	£	
19	Civic Budgets	Various		8,757		Request to carry forward the balance outstanding on the Mayors Budgets due to the mayoral year being different from the financial year
20	Hinckley Parks (SEA balances)	Parks tree works		3,684		This relates to tree works in the cemeteries (£3,006) and parks (£3,684) which were due in 2013/2014 but could not be completed due un-programmed work load.
21	Hinckley Cemetery (SEA balances)	Cemeteries Tree work		3,006		
22	Development Control - Applications	Hired & Contracted Services		4,810		Delayed appeals have prevented consultancy spending relating to Barlestone, Hinckley & Market Bosworth
23	Development Control - Applications	Consultancy Fees		5,556		
24	Development Control - Applications	Barwell SUE - legal fees		27,660		Delays in s106 work but required in 2014/2015
25	Mobile Speed Cameras			2,048		Delay in purchasing of mobile speed cameras
26	Fee Earning Building Inspection	Salaries		5,194		Vacancy - to be used for temporary post in 2014/2015 whilst OWBC shared service contract is considered further
27	Fee Earning Building Inspection	Computer Software Maintenance & Upgrade		10,067		Various supplies and services underspends - to be used (following virement) to fund temporary post as above
28	Staffing Restructure	Severance pay		32,249		Severance Pay budget unspent in 2013/2014 but may be required to fund restructures in 2014/2015
29	Neighbourhood Improvement Fund	Other			4,278	Delays in agreeing budget at the start of the year meant that the project could not be completed in 2013/2014. Funding necessary for continuation of the estate management function.

Ref	Cost Centre Name	Detailed code name	Reserves	General Fund	HRA	Details
			£	£	£	
30	Supervision & Management General	Other			3,755	Delay in setting up New Resident Groups. Now there are a large number of tenants involved which require training & resources to deliver tenant improvement projects these groups can be implemented in 2014/2015
31	Supervision & Management General	Contributions to Other bodies			3,300	Tenancy funding work required in 2014/2015
32	Responsive Repair	Specialist General			100,000	In order to manage the contractor deficit in 2013/2014, elements of non priority work has been deferred. This underspend will allow this work to be cleared on a timely basis in Q1.
	TOTAL		123,199	217,422	111,333	

Appendix 3

Unapplied Income – Carry forward requests

Ref	Cost Centre Name	Detailed code name	Unapplied Grants (General Fund)	Unapplied Grants (HRA)	Detail
			£	£	
1	Homelessness - General	Universal Credit Preparation	7,982		Grant to be used for salary costs when Universal Credit transition is confirmed
2	Comm Safety Partnership Delivery Grp	Contributions to other bodies	9,015		External income from BCU fund to be spent on specifically on Community Safety initiatives
3	Anti Social Behaviour - LAA	Minor projects	7,263		External Area Based Grant funding to be spent on specifically on Community Safety initiatives
4	CSP funding - seasonal	Minor projects	1,817		External income from PCC - ring fenced for seasonal campaigns
5	CSP funding - mental	Minor projects	2,000		External income from PCC - ring fenced for managing mental health
6	CSP funding - safety	Minor projects	1,319		External income from PCC - ring fenced for safety crew work
7	CSP funding - junior	Minor projects	327		External income from PCC - ring fenced for ASB work
8	Planning Aid - Neighbourhood Planning	NDP - Burbage	5,000		DCLG grant ring fenced for Neighbourhood Development Plans
9	Planning Aid - Neighbourhood Planning	NDP - Clarendon	1,231		DCLG grant ring fenced for Neighbourhood Development Plans
10	E Shilton Masterplan Growth Pt	Consultancy Fees	25,200		Government grant for development of SUE. Will be spent on consultancy support for future application

Ref	Cost Centre Name	Detailed code name	Unapplied Grants (General Fund) £	Unapplied Grants (HRA) £	Detail
11	Positive Activities for Young People	Positive Activities	12,580		The project is working on calendar years and not financial and therefore allocation will be spent in 2014/2015
12	515 Fund	Positive Activities	48,410		Funded provided for project spanning a 3 year period
13	Play Programme	Positive Activities	5,240		Funded provided for project spanning a 3 year period
14	Elections	Individual Electoral Registration (IER)	531		Individual Electoral Registration (IER) Cabinet Office funding. Restricted for use on implementing IER going forward
15	Physical Activity	Salaries	12,200		LCC grant for Sport & Physical Activity Commissioning - to fund salary costs in 2014/2015
16	Sportivate	Contributions to other bodies	55		LCC grant for Sportivate - underspend from 2013/2014 to be resolved in 2014/2015
17	GP Exercise Referral Scheme	Hired & Contracted Services	10,350		LCC grant received in 2013/2014 to be used over a number of years
18	Sports Development	Salaries	1,130		External funding received to fund Legacy Maker post until August 2014
19	Health & Well Being Partnership	Minor projects	21,750		Funding from LCC for various ongoing projects
20	Community Planning	Community Race Relation Forum	480		External contribution to the which should be ring-fenced for Forum spending activities
21	ICT Business Support Operations	Contributions from Outside Bodies	7,131		EU INSPIRE funding received for tailoring of sustainability information. To be implemented in 2014/2015
22	Environmental Health	Legal Fees	8,250		Income received from settlement of prosecution of Mallory Pak minus costs incurred in 2013/2014

Ref	Cost Centre Name	Detailed code name	Unapplied Grants (General Fund) £	Unapplied Grants (HRA) £	Detail
23	Rent Allowances	IT Costs	14,525		Data sharing and transitional relief funding. Work ongoing whilst welfare reform takes place.
24	General Grants	Community Right to Bid	7,860		No applications received in 2013/2014
25	General Grants	Community Right to Challenge	8,542		No applications received in 2013/2014
26	S & M Control Centre	Other		30,000	Additional Supporting People grant received which will be used to cover reduction in funding in 2014/2015
27	Private Sector Housing	Other	8,637		Renovation grant reimbursements received that will be spent on future projects.
28	s106	s106	6,254		s106 received in year for projects in 2014/2015
29	RGF Funding	-	10,534,000		RGF funding received in advance for works on A5 and substation.
	TOTAL		10,769,079	30,000	

Appendix 4

Housing Revenue Account Earmarked Reserves

	Balance at 31st March 2012 £'000	Transfers out 2012/2013 £'000	Transfers in 2012/2013 £'000	Balance at 31st March 2013 £'000	Transfers out 2013/14 £'000	Transfers in 2013/2014 £'000	Balance at 31st March 2014 £'000
Piper Balance	126	0	11	137	-12	10	135
Communal Furniture	4	0	0	4	0	0	4
Housing Repairs Account	472	-230	0	242	0	241	483
Regeneration Reserve	0	0	2,834	2,834	-389	1,940	4,385
Repayment Reserve	0	0	0	0	0	1,900	1,900
Pension Contributions	0	0	0	0	0	29	29
Carry forward Reserve	0	0	34	34	-34	111	111
Total HRA Earmarked Reserves	602	-230	2,879	3,251	-435	4,231	7,047

Appendix 5

Capital Carry Forward Requests

Ref	Scheme	Carry forward request £	Detail
1	Leisure Centre	13,852	Budget for consultants fees to be paid in 2014/2015 following contract award
2	Private Sector Leasing	60,000	Budget relates to contribution for phase 2 of works which have been deferred to 2014/2015
3	Disabled Facilities Grant	156,828	Delays in receiving occupational health assessments have created slippage in spend. Process has now been reviewed. There is a strong commitment to spend funding ahead of changes to allocation methods going forward
4	Minor Works Grants	20,000	Alternative Public Health and Government (DECC) funding has been used to finance works in year.
5	Fuel Poverty Capital Fund	404,250	Funding received by HBBC as the accountable body in 2013/2014. Some delays
6	Green Deal Capital Fund	25,940	have occurred with schemes in neighbouring districts. All funds must be
7	Resurfacing Car Parks	12,588	Delays in procurement process. Works commenced in February 14
8	RGF - Primary Substation	2,475,155	Under spend due to programme changes following allocation of Pinchpoint funding
9	RGF - Site off A5	572,918	and associated impact on tender progress for main contractor and sub station
10	Rural Broadband	58,000	Delay in confirmation from LCC as to when money would be released. Scheme now committed across the County.
11	Borough Improvements	2,828	Carry forward relates to that budget committed for works at year end. Remainder (approx £5k) released as saving.
12	Shop Front Improvements Barwell	6,698	Discussions ongoing with shop owners on when the fund is required.
13	Richmond Park Play Area	6,219	Delay in reinstatement works to pitches due to ground conditions. Work to commence in summer 2014.

Ref	Scheme	Carry forward request £	Detail
14	Burbage Common	28,896	Delays due to adverse weather conditions - Works should be completed by July 2014
15	Memorial Safety Programme	2,435	Ongoing works required in 2014/2015
16	Parish & Community Initiatives	16,488	Carry forward relates to awards where Council is awaiting confirmation that works have been completed before release of grant.
17	Refuse Collection Vehicle	75,000	Some difficulties encountered sourcing vehicle with correct specification. Monies to be spent in 2014/2015
18	Financial Systems	8,706	Budget required to procure Estates modules within asset management system.
19	Asset Management Enhancement Works	33,699	Budget for cemetery works which have been delayed due to capacity. Work to commence in 2014/2015
20	Council Office Relocation	22,442	Balance to be carried forward to yr14/15 to complete essential masonry and roofing repairs at Ashby Road Cemetery.
21	Depot Relocation	10,264	Budget required for any minor works after the defects period
22	Argents Mead Demolition	81,815	Argents Mead and Depot Demolition - Work to be completed by May 2014
23	Depot Demolition	41,071	
24	General Renewal - Extensions	28,172	Microsoft update deferred to 2014/2015 to allow time for Hub relocation
	TOTAL	4,164,264	

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Hinckley & Bosworth
Borough Council

A Borough to be proud of

COUNCIL – 1ST JULY 2014

REVIEW OF EARMARKED RESERVS
REPORT OF THE DEPUTY CHIEF EXECUTIVE (CORPORATE
DIRECTION)

WARDS AFFECTED: ALL WARDS

1. **PURPOSE OF REPORT**

- 1.1 This report provides Council with the outcomes of a review by management of earmarked reserves. The report includes a number of recommendations around further earmarking of monies from Balances to address future spending pressures
- 1.2 The recommendations arising from this review will be formally implemented in September 2014 following completion of the Statement of Accounts process and confirmation of the 2013/2014 General Fund and Housing Revenue Account balance.
- 1.3 It is important that earmarked reserves are appropriately and adequately earmarked for future spends and that the Council reviews its reserves on an annual basis to ensure the financial resilience of the Council.

2. **RECOMMENDATION**

- 2.1 That Council approves of the recommended transfers to earmarked reserves from balances (section 3.2 and 3.6)
- 2.2 That Council considers approval of additional earmarked reserves to fund anticipated expenditure (section 3.3)

3. **BACKGROUND TO THE REPORT**

General Fund Reserves

- 3.1 The Council's earmarked General Fund reserves as at 31st March 2014 are summarised in the draft Statement of Accounts as set out below.

	Balance at 31st March 2012	Transfers out 2012/2013	Transfers in 2012/13	Balance at 31st March 2013	Transfers out 2013/14	Transfers in 2013/14	Balance at 31st March 2014
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Commutation and Feasibility	287	(120)	0	167	(41)	0	126
Benefits Reserve	272	0	208	480	(274)	51	257
Local Plan	442	(34)	73	481	(119)	0	362
Historic Buildings	14	0	0	14	(14)	0	0
Land Charges	51	(20)	233	264	(45)	0	219
Pensions Contributions	49	0	0	49	0	85	134
Building Control	134	0	0	134	(134)	0	0
Waste Management Reserve	243	0	74	317	(54)	0	263
ICT Reserve	253	(41)	0	212	0	0	212
Project Management/Master plan	333	0	0	333	(130)	0	203
Shared Services Reserve	74	0	0	74	(74)	0	0
Housing and Planning Delivery	172	(43)	0	129	(68)	0	61

Grant							
Flexible Working	15	0	0	15	(15)	0	0
Freedom of Information Act Training	3	(3)	0	0	0	0	0
New Performance Improvement Set	10	(2)	0	8	(8)	0	0
Housing Energy Certificate Training	11	0	0	11	(11)	0	0
Finance Capacity Fund	22	0	0	22	(22)	0	0
Priority Improvement Fund	70	(70)	0	0	0	0	0
Workforce Strategy	3	0	10	13	0	0	13
Elections	62	0	25	87	0	0	87
Grounds Maintenance Machinery Replacement	75	(16)	25	84	(25)	0	59
Transformation	50	0	0	50	(21)	0	29
Relocation Reserve	317	(326)	346	337	(406)	170	101
Future Capital Projects	611	(611)	0	0	0	0	0
Modern.Gov Reserve	2	0	0	2	(2)	0	0
Greenfields Reserve	19	0	0	19	(19)	0	0
Special Expenses	48	(74)	177	151	(8)	175	318
Carry Forwards	136	(136)	139	139	(139)	217	217
Hub Future Rental Management	250	0	0	250	(85)	750	915
Business Rates Pooling	0	0	110	110	0	60	170
Leisure Centre	0	0	1,353	1,353	(27)	1,325	2,651
Community Safety	0	0	3	3	(3)	0	0
Troubled Families	0	(30)	90	60	(30)	0	30
Hinckley Club for Young People	0	0	5	5	0	0	5
Development Control	0	0	40	40	(40)	0	0
Customer Services	0	0	0	0	(11)	11	0
Market Income management	0	0	0	0	0	15	15
Car Parking Income	0	0	0	0	0	25	25
Total Earmarked Reserves	4,028	(1,526)	2,911	5,413	(1,824)	2,884	6,472

- 3.2 The Medium Term Financial Strategy (MTFS) requires that at least 10% of the Council's budget requirement should be held in balances to ensure ongoing financial stability. Based on the draft outturn budget contained elsewhere on this agenda, "excess" balances of £1.153 million are currently available as calculated below.

	Total	General Fund	Special Expenses
	£'000	£'000	£'000
Balances at 1 April 2013	1,767	1,584	183
Forecast transfer to/from balances	426	562	-136
Forecast Balances at 31 March 2014	2,193	2,146	47
Net Budget Requirement	10,403	9,849	554
Minimum Balance requirement	1,040	985	55
Balance surplus /(requirement)	1,153	1,161	-8

- 3.3 It is proposed that these excess balances are allocated to a number of priority reserves based on percentages endorsed by Executive, as well as required movements to "top up" existing reserves to required levels. The proposed reserves and allocations of £1.153 million in total are as follows:

	Allocation of surplus balance	Details of reserve
	£'000	
Appeals Reserve	200	In order to ensure that funding is available for any large appeals that are approved by Planning Committee, an appeals reserve is recommended for approval.
Enforcement Reserve	100	Currently enforcement budgets are held for small amounts within individual cost centres. These are frequently under spent though occasionally large calls are made to carry out significant enforcement work. It is therefore proposed to remove individual enforcement budgets and create a corporate reserve that can be called upon should significant cases (e.g. Mallory Park) arise.
Transformation Reserve	150	The Medium Term Financial Strategy outlines that a staffing restructure will be required in 2015/2016. This reserve will provide for the cost of potential severance payments as well as aiding the financing of new car parking facilities required for officers.
Waste Management Reserve	100	Further investment is required in the waste management service going forward, particularly to fund increase requirements in service delivery created by new housing developments in the Borough. It should be noted that it is not proposed that this reserve is used to cover any loss in recycling credits funding as a result of County Council cuts.
Leisure Centre Reserve	526	Further investment to funded any additional costs arising from the build of the Leisure Centre. By using internal finance for these costs the Council will mitigate any costs of servicing debt or reducing the management fee due for the scheme.
Hub Future Rental Management	85	Balance to bring reserve back to £1million developer contribution.
Special Expenses Reserve	-8	Required transfer to Special Expense balances to ensure minimum levels are retained.
Total	1,153	

3.4 Pending the approval of the above suggestions, the revised opening balance, at 1st April 2014, of the General Fund earmarked reserves will be £7.652 million. Taking into account those transfers approved in the 2014/2015 budget, closing General Fund earmarked reserves as at 31st March 2015 will be £4.657 million.

	Balance at 31st March 2014	Proposed transfer from balances	Budgeted transfers to reserves 2014/2015	Budgeted transfers to reserves 2014/2015	Balance at 31st March 2015
	£'000	£'000	£'000	£'000	£'000

Commutation and Feasibility	126	0	0	0	126
Benefits Reserve	257	0	0	-11	246
Local Plan	362	0	152	-376	139
Historic Buildings	0	0	0	0	0
Land Charges	219	0	0	0	219
Pensions Contributions	134	0	28	0	162
Building Control	0	0	0	0	0
Waste Management Reserve	263	100	26	-35	354
ICT Reserve	212	0	0	-57	155
Project Management/Master plan	203	0	0	0	203
Shared Services Reserve	0	0	0	0	0
Housing and Planning Delivery Grant	61	0	0	-11	50
Flexible Working	0	0	0	0	0
Freedom of Information Act Training	0	0	0	0	0
New Performance Improvement Set	0	0	0	0	0
Housing Energy Certificate Training	0	0	0	0	0
Finance Capacity Fund	0	0	0	0	0
Priority Improvement Fund	0	0	0	0	0
Workforce Strategy	13	0	0	0	13
Elections	87	0	25	0	112
Grounds Maintenance Machinery Replacement	59	0	0	0	59
Transformation	29	150	0	0	179
Relocation Reserve	101	0	0	0	101
Future Capital Projects	0	0	0	0	0
Modern.Gov Reserve	0	0	0	0	0
Greenfields Reserve	0	0	0	0	0
Special Expenses	318	-8	64	-50	324
Carry Forwards	217	0	0	-217	0
Hub Future Rental Management	915	85	0	0	1,000
Business Rates Pooling	170	0	0	0	170
Leisure Centre	2,651	526	0	-2,610	567
Community Safety	0	0	0	0	0
Troubled Families	30	0	0	-30	0
Hinckley Club for Young People	5	0	0	0	5
Development Control	0	0	0	0	0
Market Income management	15	0	0	0	15
Car Parking Income	25	0	0	0	25
Appeals	0	200	0	0	200
Enforcement Reserve	0	100	34	0	134
City Deals	0		16	-16	0
Planning Capacity	0	0	100	0	100
Total Earmarked Reserves	6,472	1,153	444	-3,412	4,657

Housing Revenue Account Reserves

- 3.5 Based on the draft 2013/2014 outturn, it is forecast that HRA balances will be £1.007million for 2013/2014. The HRA Business Plan requires that £250 per property should be held in balances to ensure ongoing financial stability of the HRA. On this basis, "excess" balances of £0.310 million are currently available as calculated below. It is recommended that these are transferred to the "Regeneration Reserve" to fund

future capital projects. In addition, the surplus on the Repairs Reserve (£0.241 million) will be retained within the Housing Repairs Account (rather than transferred to the Regeneration Reserve) to ensure that funding is available should demand increase.

	Balances	Properties
	£'000	#
1st April 2013	1,891	3,411
Forecast transfer to/from balances	-735	
Forecast 31st March 2014	1,156	3,385
Minimum Balance requirement	846	
Balance surplus /(requirement)	310	

- 3.6 Pending the approval of the above recommendation, the revised opening balance, at 1st April 2014, of the HRA earmarked reserves will be £7.357 million. Taking into account those transfers approved in the 2014/2015 budget, closing HRA earmarked reserves (including the Housing Repairs Account) as at 31st March 2015 will be £9.597 million

	Balance at 31st March 2014	Proposed transfer from balances	Budgeted transfers to reserves 2014/2015	Budgeted transfers from reserves 2014/2015	Balance at 31st March 2015
	£'000	£'000	£'000	£'000	£'000
Piper Balance	135	0	10	0	145
Communal Furniture	4	0	0	0	4
Housing Repairs Account	483	0	3,198	-3,196	486
Regeneration Reserve	4,385	310	3,462	-1,124	7,033
Repayment Reserve	1,900	0	0	0	1,900
Pension Contributions	29	0	0	0	29
Carry forward Reserve	111	0	0	-111	0
Service Improvement Reserve	0	0	0	0	0
Total HRA Earmarked Reserves	7,047	310	6,671	-4,430	9,597

4. FINANCIAL IMPLICATIONS [KP]

- 4.1 The Council's Medium Term Financial Strategy sets out a minimum requirement that 10% of the net budget requirement should be held in general balances (in addition to any earmarked reserves). In order to ensure the financial resilience of the Council, amounts may be set aside in earmarked reserves for future spending.

5. LEGAL IMPLICATIONS [EC]

- 5.1 It is the responsibility of the S151 Officer under S26 and S27 of the Local Government Act 2003 to advise the Authority annually on the appropriate amount of reserves and to make recommendations on the Authority's strategy with regard to reserves

6. CORPORATE PLAN IMPLICATIONS

6.1 The budget and outturn contributes to the achievement of all Corporate Plan Priorities

7. CONSULTATION

Executive and Scrutiny have been consulted on the Councils priority reserves

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

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
Failure to successfully deliver the Medium Term Financial Strategy	<p>The draft out turn position shows a year end forecast under spend of £550K. Majority of this will be allocated to earmarked reserves in order to smooth out the impact of further anticipated reduction (around 16%) in Formula Grant funding and the impact of LCC budget cuts (estimated at the top end at £500K.</p> <p>The budget for 2014/15 was agreed by full Council on 20th February. Minimum amount taken from balances after including just over £300K in base savings and additional income.</p> <p>The draft MTFS is going to be considered by executive at the briefing on 16th April. This will then go to Scrutiny Commission (all Members invited) on 15th May and full Council on 20th May for approval. The financial position for 23015/16 and 2016/17 is extremely challenging (made significantly worse by the announcements of County Council cuts that will affect Leicestershire District Councils)with the Council no longer able to work towards the "forecast" position. Instead the Strategy directs the Council to work towards moving to the "best case" forecast by making certain decisions.</p> <p>One further mitigating action being pursued by senior management is to negotiate a share of Business Rates</p>	S Kohli

	uplift from the Enterprise Zone on the basis that this Council is not worse off from losing BR up lift that it would otherwise would have been entitled to if the Zone had not been established.	
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9. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

There are no direct implications with the budget process

10. 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
- Planning Implications
- Voluntary Sector

Background Papers: Civica Authority Financials reports
Closedown files

Author: Katherine Plummer Head of Finance ext 5609

Executive Member: Cllr KWP Lynch

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COUNCIL – 1ST JULY 2014

PROPERTY ASSET- MANAGEMENT PLAN

REPORT OF DEPUTY CHIEF EXECUTIVE (CORPORATE DIRECTION)]



Hinckley & Bosworth
Borough Council

A Borough to be proud of

WARDS AFFECTED: ALL WARDS

1. **PURPOSE OF REPORT**

To seek approval for adoption of a revised Property Asset-Management Plan.

2. **RECOMMENDATION**

That the Council approve the Property Asset-Management

3. **BACKGROUND TO THE REPORT**

Councils are required to maintain an up-to-date strategic plan for the management of their property assets. The current plan was adopted in 2012. The proposal particularly incorporates the approved current capital strategy.

4. **FINANCIAL IMPLICATIONS [KP]**

The financial implications are covered in Part 1 of the Plan.

5. **LEGAL IMPLICATIONS [EH]**

There are various powers under which the council can acquire land, and each of these has certain requirements as to how that asset is managed and disposed of. General purchases (other than for housing for example) will be dealt with under S120 Local Government Act 1972 which gives Principal Councils the power to acquire lands for the purposes of any of their functions or for the benefit, improvement or development of their area.

Given the restrictions in the relevant acquisition powers it follows that all land owned by the local authority must also be used for these specified purposes. The Property Asset Management Plan and associated Acquisition and Disposal Strategies ensure that these requirements are safeguarded and met.

Under the Council's Constitution at part 3, there are powers for the purchase and sale of land, delegations are given in that section within financial limited, over £25k the power is one for Council. All assets purchased or disposed of must be in accordance with this procedure. These are in addition to the Constitutional financial requirements, both apply to any transaction, and need to be adhered to.

Any individual transaction will have its own legal implications which will be dealt with on a case by case basis in dialogue with Legal Services.

6. **CORPORATE PLAN IMPLICATIONS**

This supports the aim of Providing Value for Money Council Services.

7. **CONSULTATION**

No external groups have been consulted.

8. **RISK IMPLICATIONS**

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

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
Failure to efficiently utilise resources in delivering services	Adopt the Property Asset Management Plan	SK
Criticism for an out of date AMP	Adopt the Property Asset Management Plan and subject to annual review	ME

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

This report has no direct implications but a sound Asset Strategy supports delivery of service proposals which ensures that Equalities duties are met.

10. **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
- Planning Implications
- Voluntary Sector

Background papers: PROPERTY ASSET PLAN 2012

Contact Officer: Robert Vaughan, Principal Surveyor

Executive Member: Councillor Keith Lynch, Executive Member for Finance, ICT and Asset Management



Hinckley & Bosworth
Borough Council

A Borough to be proud of

2014/15 PROPERTY ASSET MANAGEMENT PLAN
& CAPITAL STRATEGY

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Foreword

The preparation of this plan has been based around:-

- ⇒ Hinckley and Bosworth Borough Councils Corporate Aims and aspirations for its future property portfolio.
- ⇒ RICS Public Sector Asset Management Guidelines “A guide to best practice”
- ⇒ Learning from Beacon Councils, Local Authority Benchmarking Partners, Idea and the IPF.
- ⇒ The College of Estate Management “Sustainability and the Built Environment”
- ⇒ Audit Commission guidelines including key lines of enquiry for Use of Resources 2008 assessments.
- ⇒ East Midlands Centre of Excellence Strategic Asset Management Guidance – November 2007.
- ⇒ ePIMS - Code of Recommended Practice for Local Authorities on Data Transparency

Introduction

The purpose of this Property Asset Management plan is to review and report on Asset Management projects and initiatives and set out the strategy to encourage and support improved asset performance whilst providing a supporting link to the Councils Medium Term Financial Strategy.

As with previous Asset Management Plans the overall aim is to:-

Build on the significant past achievements in asset management and show a pro-active approach to put the Council at the heart of the community in the delivery of services.

Continued development and understanding of Asset Management processes will strengthen the Councils portfolio ensuring an environment to grow modern, flexible and deliverable services to the highest standards.

Profile of the District

Overview

Hinckley and Bosworth is a forward-looking dynamic borough located in southwest Leicestershire, at the geographical centre of England and in the East Midlands economic zone. The population is 105,000 people with 65,000 concentrated at the southerly point with the rest spread across 30,000 hectares of some of the nicest rural areas and settlements in the Midlands and home to areas of natural beauty like Bosworth Park and Ashby Canal and a number of nationally renowned tourist attractions like Twycross Zoo, Bosworth Battlefield and Mallory Park making Hinckley and Bosworth an attractive place to live, work and visit.

The former textile and manufacturing economies, which built this borough and which give it so much of its character, are being replaced by new modern industries, which concentrate on product and process innovation in their pursuit of value added goods and services. However, the heritage is recognised and influences the approach to regeneration which ensures that the borough maintains its identity. Strategies to redevelop large parts of Hinckley town centre offer a modern contrast to ensure that Hinckley and its environs are at the forefront of urban renaissance and provide modern solutions for tomorrow's companies.

The thrust of the regeneration activity focuses on the town centre, which continues to move away from a traditional retail role to providing a vibrant economy, which can offer the visitor, resident and investor a range of retail, leisure and cultural opportunities. Whilst the town centre provides the dynamism for future economic growth, it does not stand alone and is supported by settlements like Market Bosworth, Desford and Markfield, each offering a distinctive character and attraction of their own.



PART 1

Capital Strategy

The Capital Strategy is the instrument for ensuring that the Council's capital spending proposals are implemented in an effective way and in accordance with the Constitution. The Council's Capital Programme (the Programme) is based on a four year rolling programme and is approved annually by Council. The Programme supports the Council's Corporate Plan and Medium Term Financial Strategy and ensures that resources are allocated and are used effectively to achieve corporate targets. At the same time, the Programme is an integral element of the financial planning procedures of the Council and forecasts how the Council will deliver key projects affordably and within relevant Prudential Limits..

Approach to Funding Capital Investments

Any plans for capital expenditure must be financed through an approved method of funding. The Council wherever possible endeavours to use external funds (e.g. grants) to finance capital projects. If external funding is not available, internal earmarked funds are used. Where no funding is available the Council has to borrow. The methods of capital financing are summarised below:

Borrowing

The Council is permitted to set within its "Prudential Indicators" a level of borrowing that can be obtained to fund capital expenditure. Council must be satisfied that this borrowing is used to fund projects that are prudent, sustainable and affordable. The Council generally tends to borrow from the Public Works Loan Board (PWLB) who offer preferential rates to Local Authorities. Whilst these rates are far lower than those offered by commercial organisations, the costs of "servicing" this debt (ie. Interest cost and the provision for repayment) are met by the General Fund and the council tax payer and therefore should be considered carefully.

In addition to this "Unsupported Borrowing", the Government occasionally reflects "Supported Borrowing" within the formula grant settlement. This is termed "Supported" because the costs of this borrowing are recognised and provided for in the funding made available.

Government Grants

Sometimes specific monies are awarded by Government to fund a particular project. In these cases the monies are often time limited and ring fenced for specific purposes. One of the largest government grants awarded to this Council is Regional Growth Funding for the works on the A5 and MIRA Enterprise Zone.

Third Party Contributions

These include contributions made from bodies such as the National Lottery, as well as planning obligations funded from section 106 agreements received from developers. As with Government Grants, these contributions tend to contain conditions on how they can be spent

Capital Receipts

Capital receipts are derived from asset sales and can only be used to fund future capital expenditure. The Strategic Asset Management Group has been tasked with identifying surplus sites for disposal.

earmarked Resources

In order to effectively plan for future costs, funds are occasionally put aside from previous under-spends for specific capital schemes that will occur in the future. For this Council, the Leisure Centre reserve is an example of where funds have been put aside to finance a specific capital priority. Given the current austerity measures being passed down to Local Government, the availability of excess balances to set up reserves will become reduced.

Revenue Contributions to Capital Outlay (RCCO)

The Council is permitted to contribute revenue balances to capital, however this should be a minimal amount and only used to fund minor shortfalls in funding.

Housing Revenue Account

Whilst the same principles apply for capital expenditure within the HRA and General Fund, the following are also considered for housing investment:

- Borrowing can only take place within the HRA up to a “cap” set by Government under self financing. The Government is currently consulting on proposals to allow Councils to bid for further “headroom” to facilitate housing schemes
- Receipts received by the Council from “Right to Buy” sales are subject to pooling arrangements and must be used, in general to fund new affordable housing.
- The Major Repairs Allowance is an amount set by Government that contributes towards Housing Capital Expenditure.

A funding summary is attached within (Appendix A).

The Framework for Managing and Monitoring the Capital Programme

Strategic Priorities and Member Involvement – The Strategic Leadership Board (SLB) review the Capital Programme annually as part of the budget setting process. Following this, the Capital Programme is considered by Executive, Scrutiny Commission, Finance, Audit and Performance Committee and finally approved by Council in the February before the start of the financial year.

Project Justification – Project officers complete a capital project sheet for each scheme which details the link to corporate objectives as well as cost and funding for the scheme. The introduction of a scheme is treated as a “supplementary budget” request and requires approval in accordance with the Financial Procedure Rules before the budget is established. These approval limits are summarised as follows:

- Up to £10,000 - the Deputy Chief Executive (Corporate Direction)
- £10,001 - £25,000 – Chief Executive in consultation with Deputy Chief Executive (Corporate Direction)
- £25,001 - £50,000 – Executive
- £50,001+ - Council

The commencement of any capital spend is also subject to procurement and contract procedure rules also outlined in the Financial Procedure Rules.

Management of the Programme – Budget holders for each project receive monthly monitoring reports and also hold monthly meetings with their Service Accountants to discuss project performance. SLB members receive summary financial statements monthly. On a quarterly basis performance is reported to the Executive and Finance, Audit and Performance Committee.

For large projects, multi-disciplinary working groups are convened to monitor spend on the project and to ensure value for money.

PART 2

The Asset Management Plan

Asset Management is now embedded into the Councils day to day activities having moved from a point where property issues were handled by non-property professionals and with little centralised data on the Councils property portfolio. The Council now has a dedicated service area operating under the Finance directorate to deliver a “fit for purpose” portfolio which is regularly surveyed, assets are challenged and where detailed geographical and condition data is kept on file. Reporting structures include a cross party Member Asset Management Strategy Group who challenge assets utilisation and oversee the process for identifying under performing land and property holdings, agreeing disposals in line with the Council’s Disposal Policy and looking towards innovative solutions to increase the portfolios ability to deliver first class services and maximise its asset value.

This Property Asset Management plan is the High Level Corporate Asset Management Strategy, for Hinckley and Bosworth Borough Council, and continues to build upon previous Asset Management Plans and Capital Strategies providing a clear statement as to how this Authority manages and controls its property portfolio.

The Estates and Asset Management service has the responsibility for providing a strategic overview and the day to day operational service required to drive forward corporate priorities. This is the eighth Asset Management Plan developed by the Asset Management Service and provides an update on the direction this Service is moving with the Councils property portfolio. Condition surveys for the entire non-housing portfolio are undertaken on a three year rolling programme. Reporting lines include four key groups to provide a structured approach to the Authorities Asset Management Strategy.

The structure is as follows;



Decision-Making

The Council is committed to the principle of open government and everyone is welcome to attend meetings (when no confidential information is being discussed) and to receive details of non-confidential items. Below are further details of the Council's democratic decision making arrangements with an explanation of each.

The Forward Plan currently identifies key decisions that will be taken by Council or Executive. This can be explained in the context of the decision-making process:

Decision-making Bodies

The main decision-making bodies of the Authority are:

Council – Responsible for making decisions on items relating to the Council's Budget and Policy framework.

Executive – the main decision-making body responsible for making all decisions that are not related to the Council's Budget and Policy framework or the responsibility of any other Regulatory Committee.

The Council also has the following regulatory decision-making bodies as laid out by statute:

Licensing Committee – Under the direction of the Council to undertake duties of the Council as Licensing Authority for duties under the Licensing Act 2003.

Licensing Regulatory Committee – Under the direction of the Council to undertake duties of the Council as the regulatory authority for Environmental Health, Waste Collection and Finance Authority, in addition to the relevant duties in relation to taxi and private hire vehicles, entertainments, small lotteries and amusements, street collections, gaming, gaming machines, street trading consents, cinemas and theatres, under the relevant Acts.

Ethical Governance & Personnel Committee – To promote and maintain high standards of conduct by Councillors and to administer the Council's Personnel policies as they affect individual employees and to liaise with the Executive in Personnel Policy Development

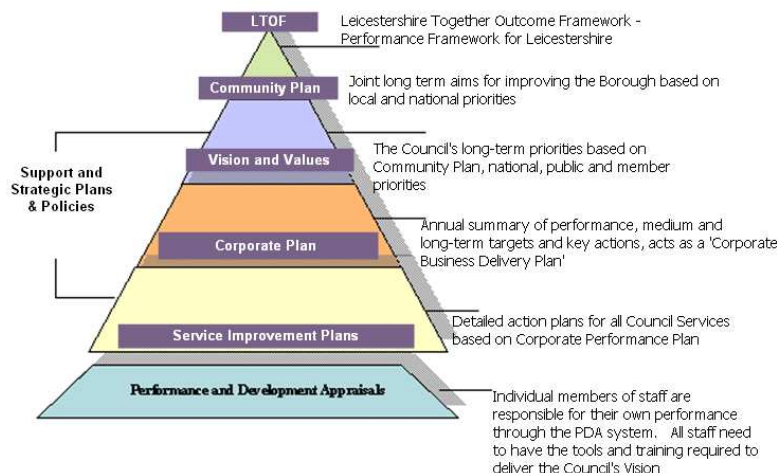
Planning Committee – To undertake regulatory and other related functions of the Council as Local Planning Authority and Building Control Authority

Non Decision-making Bodies Overview and Scrutiny Function – discharge the functions conferred by Local Government Act 2000 namely holding the executive to account, developing and reviewing policy, best value reviews and scrutiny of external bodies.

All Committees may commission Task and Finish Groups to undertake particular projects on their behalf.

Corporate Planning Framework and How Asset Management Helps Deliver Our Corporate Aims

Hinckley & Bosworth Borough Council - Corporate Planning Framework



The Council's vision is to make Hinckley and Bosworth 'a borough to be proud of'. To achieve the Council's vision four long term Aims have been identified.

- ⇒ Creating a vibrant place to work and live
- ⇒ Empowering communities
- ⇒ Supporting individuals
- ⇒ Providing value for money and pro-active services

The Council uses its performance management framework to ensure that services improve and that plans, partnerships and strategies deliver the Council's Aims.

Building on the shared key themes in the Community Plan 2010-2015, the consultation evidence from the Community Plan/Local Development Framework consultation provided a new set of priorities. The purpose of

setting priorities is to support the implementation of the Community Plan, the Council's vision and allocating resources to meet the needs of the borough, whilst recognising that the Council has finite resources and cannot achieve everything all at once.

Our Property Vision

A considerable amount of work has been done by officers and elected members to identify savings and increases in income for future years. More work will be required to identify areas for income/revenue generation and invest to save projects in order to reduce the reliance on general fund balances and reserves 2011/12 onwards. More specifically the following actions will need to be taken:-

- i) The Asset Management Strategy Group undertook in 2008 a comprehensive review of the Council's land assets to identify under-utilised sites for disposal. Whilst some assets were sold the programme was suspended due to the recession. From 2014 onwards the Asset Management Strategy Group will re-examine the position to bring forward assets now suitable for disposal.
- ii) The Leisure Centre and depot relocation projects are structured to maximise the capital receipts from the existing sites in order to assist funding those projects.
- iii) Continue the review of current working arrangements for staff whereby we have already rolled out home/remote working.

These actions support the Corporate Plan 2013-2016

Opportunities and challenges outlined within the Corporate Plan will have property implications and the asset management strategy reflects these. The Council's current Capital Programme commits the Council to strengthen its approach to the management of land and property. 2008 has also seen the development of the cross party Asset Management Strategy Group whose Terms of Reference are as follows:-

- i) Review Council property for disposal as identified in the initial Acquisitions and Disposals Study

- ii) Consider all such Acquisitions and Disposals in light of the Councils financial objectives and the Corporate Plan
- iii) Review the existing Land & Property portfolio in terms of guidance laid out in the annual Asset Management Plan
- iv) Develop processes and procedures to ensure appropriate utilisation of all the Councils property and land holdings
- v) Challenge the use of all Assets to ensure they meet the Strategic Objectives as outlined by the Council

Key initiatives and objectives of the Asset Management Service to develop are as follows:

- ⇒ To be among the upper quartile of best performing authorities.
- ⇒ Where appropriate, devolve the direct management of assets to the community.
- ⇒ Where appropriate, create and develop existing user groups for major assets.
- ⇒ To provide extra services to meet the needs of a growing population and provide services equitably across the borough
- ⇒ To improve customer satisfaction with the repairs and maintenance service
- ⇒ To manage resources efficiently and effectively i.e. EMAS, recycling initiatives.
- ⇒ Improve management capabilities through the centralisation and improvement of asset data i.e. development of GIS Systems, linking Asset and Accounting databases.
- ⇒ To maximise the efficient use of assets and ensure that they meet current and future needs.
- ⇒ To identify and efficiently dispose of any surplus assets, any receipts being used for regeneration purposes
- ⇒ Investigate opportunities to maximise use of all Councils operational buildings and provide "one-stop services" by locating, where possible, with other partners
- ⇒ Provide a safe and healthy working environment for all staff whilst improving "work / life balance".

Recent Achievements

Atkins factory site

Aim: to retain and develop the Grade II Atkins factory building in a sympathetic way to provide space for offices, as well as workshops and studios for the creative industries.

Successfully delivered managed workspace units / Creative studios and a new Collage of Art on one master-plan site.

Argents Mead site

Aim: to demolish the existing council offices, which were rundown, and to build a new leisure centre on the site. The new centre was to be designed and constructed in such a way that it visually complemented the park setting, opened up views of the park, and made it easier for pedestrians to walk from Argents Mead to Castle Street in the town centre.

Site now demolished and remediated ready for phase two of the Leisure Centre development to commence July 2014

Rugby Road/Hawley Road site

Aim: to develop a redundant and rundown factory site into a mixed residential and commercial development. The scheme also envisioned the provision of a landmark building at the junction of Rugby Road and Hawley Road - another key 'gateway' into the town.

Successfully delivered a new Hub providing co-located accommodation for public sector partners including Leicestershire County Council. JobCentre Plus and Hinckley & Bosworth Borough Council all adjacent to a 100% affordable residential housing scheme.

Bus station site

Aim: to promote a co-ordinated mixed-use development of the entire site, while retaining and enhancing the bus station itself. The high quality mixed-use development would also include high quality public realm improvements linked to the town centre pedestrian preference area.

Construction of the new bus station development to commence mid 2014

Managing Land and Property Assets

*Housing Assets – A separate policy with regard to housing related assets is held and updated within the Housing service. However sometimes requests or opportunities arise for the disposal of non-residential assets, particularly small pieces of land request by an adjacent householder. These instances will be managed in accordance with the Disposals Strategy by the Estates and Asset Management Service.

Green Spaces – A separate Green Spaces strategy and Play strategy is held which recognises the importance of such spaces but that the Borough potentially has excess in some areas but needs to expand and improve facilities in other areas. New Green Space and facilities may be adopted or acquired in accordance with the Acquisition Strategy. Existing space and facilities may be disposed of in accordance with the Disposals Strategy.

The formal Estates & Asset Management Maintenance Policy clearly sets out the key objectives of Building Maintenance, the Maintenance Management Process and goes on to define the scope of Building Maintenance itself. In line with the Asset Management Plan, Council Buildings are managed as a corporate assets and this document will ensure a consistent approach to their maintenance for effective delivery of services.

Management of maintenance work is clearly set out detailing how repairs are assessed and given a 'priority rating' based on the property; its condition, the defect priority and reason for the work. This ensures uniformity of maintenance repairs on a corporate basis. In the development of the Asset Management Plan a three year rolling programme of Condition Surveys details the condition of all the Council's non housing assets. This will drive a five year Planned Maintenance Programme to be reviewed annually.

Maintenance of building assets is supported by GIS and an Asset Property Database. Planned Maintenance programmes outline what capital and revenue resources will need to be available and allocated to minimise the backlog of the highest priority maintenance work. An Estates Strategy is currently being developed to build on the five-year

planned maintenance programmes and provide a more comprehensive and targeted analysis of the future maintenance needs of the Council's building assets.

Building Maintenance Policy

The HBBC building maintenance policy states the objectives for the maintenance of the Councils' building assets and how these support service delivery. It reflects the Councils' approach to maintenance and how this approach complies with relevant legislation. The policy affirms the responsibilities assigned for the strategic and operational management of maintenance within the organisation and forms part of the organisations' Asset Management Plan.

The policy adopts the best approach to undertake maintenance activities, so that the stated maintenance objectives are achieved. The strategy reflects the organisations' approach to building maintenance.

The whole portfolio will now undergo a new 3-year programme of condition surveys. The backlog previously identified as £6.595m has largely been addressed by replacement of significant assets at the end of their life alongside regular annual investment in retained assets. An update on the previous report can be found in appendix B.

Community Asset Transfers

The Quirk Review was part of the Government's programme for empowering communities set out in the Local Government White Paper published in late 2006. The terms of reference of the review were to find ways to overcome barriers to more community asset management and ownership, taking account of the need to manage risks.

The report discussed the 'wider policy context' of the use of assets as part of the delivery of a shared 'Sustainable Community Strategy' and the delivery of agreed LAA targets. It argued that it makes sense for local authorities to develop a strategy for the use of assets which is 'corporate' across the Local Authority, and integrated with other public sector bodies locally.

The report reminded local authorities (and other statutory bodies covered by the same legislation) that under the Local Government Act

1972 and Circular 06/2003 (“the General Disposal Consent”) the powers exist to transfer an asset to community management and ownership in any manner they wish, including at less than market value. However, the report acknowledged that: “The decision needs to be made by comparing the benefits to be gained from a market value disposal and the more and less tangible community benefits that would accrue from a transfer to community use”.

There will be benefits in a broader community sense, which might flow from asset transfers that ignore market value provided they don’t immediately find their way back into the highly constrained finances of local councils.

It is recognised that many voluntary and community groups are not actively seeking responsibility for assets and so all stakeholders must consider the long-term damage that can be done in neighbourhoods should asset transfer schemes go on to fail.

The Council is committed to working with the Community where appropriate opportunities for asset transfer arise.

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Climate change and carbon footprint

Climate change is the greatest environmental challenge facing the world today. Rising global temperatures will bring changes in weather patterns, rising sea levels and increased frequency and intensity of extreme weather events. This may cause severe problems for people in regions that are particularly vulnerable to change.

The publication of the Stern Report highlighted the issue of the long-term economic impacts of failing to adequately address climate change at a national level. Work has also been done at a more local level and it is an ambition of this Council that it will be more green and ethical in its operations.

The Council has committed expenditure on securing consultancy advice and implementing an Environmental Management System (EMS). This is a quality management tool that will be used to improve environmental performance, reduce the impact of the Council’s activities on the environment and to save money. Monitoring, assessment and review processes have been established to ensure that environmental

performance improvement is on-going and that the EMS remains an effective and appropriate tool.

The environmental impact of the Council's procurement of goods, works and services are deep and wide ranging. The early consideration of green issues with an emphasis on whole life costing may result in differing requirements providing better value for money.

The Council has installed an Automated Meter Reading system in its operation properties so that electricity and gas consumption can be efficiently monitored and reduced.

The relocation in 2013 of the core Council Offices was to a new development with accommodation to a BREEAM excellent standard

Major Projects Outline

The Major Projects on which The Asset Management Team are undertaking or are significantly contributing to are outlined below:

Asset Management Enhancement works programme -

The Asset Management Plan identifies essential works, grading and prioritising them, required to maintain the Council’s Assets to a satisfactory standard

Flexible Working Initiative -

The Asset Management Team is helping shape and implement the Flexible Working Initiative which is key to the continuing efficiency and service delivery of the authority.

Town Centre Masterplan -

The Asset Management Team are taking a key role in shaping the Masterplan for the centre of Hinckley to ensure that any new development incorporates the best overall solutions for delivering the relevant services for the Borough in the most appropriate locations which are also linked through partnership initiatives.

Relocation of Hinckley Leisure Centre -

Asset Management are acting in an advisory capacity in an ‘intelligent client’ role.

Bus Station Site Redevelopment -

Having completed the competitive tender process to appoint a preferred developer for the Bus Station site, Asset Management assisted the Tin Hat Partnership during the compulsory purchase phase of the development. The Council is acquiring a major stake in this development by owning the cinema and retail units and benefits from the rental income

Middlefield Lane Depot Site-

Asset Management has lead the project to demolish the former depot and is marketing the site for housing development.

Argents Mead site

Asset Management has lead the project to demolish the former Council offices to enable the site to be utilised for the intended new Leisure development.

Development of Asset Management Plans -

The role and direction of Asset Management is outlined in the Asset Management Plan. The plan recognising and embracing new challenges to the Authority and the way it delivers services to the community and stakeholders. Annually produced plans report on progress and provide up to date information on future challenges, legislation and government guidance.

Performance Management & Monitoring

Benchmarking is under review with the intention (Through ACES: the Association of Chief Estate Surveyors) align with our peer group in this region.

Risk Management

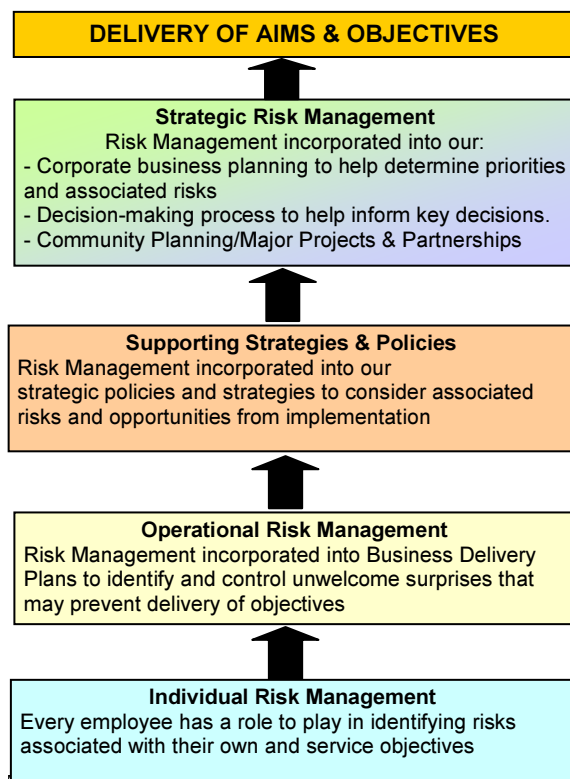
Risk Management at Hinckley and Bosworth Borough Council is integrated and managed as part of the Corporate Planning Framework. The diagram below provides an overview of how risk management is incorporated into all business activities in the context of the Corporate Planning Framework to help inform and ensure delivery of the Council's strategies and processes.

In line with the Council's Strategy for the Management of Risk, potential risks to the MTFS are identified alongside the probability of their occurrence, the impact they would have and ways to avoid them. Risk management is not a one off activity and is embedded at strategic and tactical levels with recognition that failure to implement and embed would disrupt operations and potentially have a financial impact on the Council as a whole. This is particularly true with respect to large and therefore high-risk projects currently being undertaken by the Council, for example the development of the Atkins/Goddard site.

The primary risk of this strategy is that it is forecast based on assumptions and, as such, there is a risk that assumptions may prove to be unfounded or incorrect. There are also further risks that either cannot be fully predicted or lie outside the control of the Council. The Risk Management Strategy is reviewed annually to ensure it represents current best practice.

The Council considers financial planning and pressures within the Risk Management Framework. At a strategic level, the Medium Term Financial Strategy is managed in association with the Strategic Risk Register by the Strategic Leadership Board.

HBBC Risk Management Framework



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Energy Performance and Display Energy Certificates

The European Union (EU) Energy Performance of Buildings Directive (EPBD) was introduced in the UK from January 2006, with a three-year implementation period ending January 2009. Its objective is to improve energy efficiency and reduce carbon emissions as part of the government's strategy to achieve a sustainable environment and meet climate change targets under the Kyoto Protocol.

Display Energy Certificates (DEC) are required for all public buildings over 1,000m² that are openly accessible to members of the public. The DEC records the energy usage and efficiency of the premises and demonstrates the results on a graph showing the rating. The certificate should be displayed in a prominent position at the entrance to each site requiring one.

The DEC process also requires the commissioning of an Advisory Report which assesses the premises elements and recommends measures to increase the efficiency of the property where practicable.

Energy Performance Certificates (EPC) are now required on properties constructed, leased or sold that are subject to internal environmental conditioning (heating or cooling). Similar to the DEC, the EPC provides the purchaser or prospective tenant with information on the efficiency of the property in a graphical certificate. The certificates are provided as part of the information packs for interested purchasers/tenants. Amongst the Authority's assets only the commercial and retail premises will require an EPC.

Automated Metering and Targeting

As part of HBBC's efforts to maximise energy efficiency, reduce wastage and, ultimately, cost, HBBC has installed an Automated Metering and Targeting system in its operational properties (Hinckley Hub, Jubilee Building and Hinckley Leisure Centre plus sheltered housing at Armada Court and Castle Court). The system provides accurate half-hourly data to enable the identification of usage trends, metering reconciliation and the potential for savings.

In addition, Hinckley Hub has a sophisticated Building Energy Management System which provides constant information for monitoring performance.

Area Reviews

The Council is being encouraged in the future to undertake property reviews on a geographical basis co-joined with other local bodies. Area based reviews will allow a crosscutting analysis to be carried out of how local assets are meeting a broad range of community needs.

We are participating in the Government sponsored project to hold information on the Public Estate within a central database (EPIMS : electronic property information mapping information) and this should be completed within 2014.

As part of our commitment to encourage better engagement with members and citizens and increase cross service delivery through co-location of services we have designed our new office The Hinckley Hub specifically for co-location of public services and currently these are occupied with partners who provide Adult Social Care, Children's Social Care, Jobcentre Plus and Papworth home energy advisors. Plans are being developed to also incorporate Citizens Advice Bureaux with 2014.

Asset Management Proposals

To ensure that the Council's assets continue to be fully utilised and deliver both corporate priorities and service delivery needs, Asset Management will continue to consult with all relevant stakeholders to establish strategic goals.

During the Asset Management Plan period the Council will:-

Monitor and reduce our energy usage in accordance with the action plan emerging from the ongoing Nottingham Declaration works.

Conclusion

Asset Management has the wider focus required to establish a practical balance between Asset Management requirements and service / corporate planning and delivery across the Council.

The following benefits can now be enjoyed by following the principles laid down:-

- ⇒ Release capital funds for re-investment
- ⇒ Improve the range of services
- ⇒ Increase civic pride
- ⇒ Encourage better engagement with members and citizens
- ⇒ Increase cross service delivery through co-location of services
- ⇒ Improve the quality of the property portfolio
- ⇒ Reduce annual running costs
- ⇒ Align assets with local objectives
- ⇒ Reduce the require level of maintenance
- ⇒ Introduce improved working practices

Working collectively on how we manage our assets drives our own business improvement and delivers appreciable benefits to the local community and by working in partnership we will fully engage all stakeholders throughout all our asset management planning.

Properly inform our stakeholders with regard to our levels of backlog maintenance to ensure our resources are targeted to reducing our backlog especially with regard to high priority issues.

Provide suitable office accommodation and invest in flexible working technologies to improve service delivery and working conditions.

Support in all key Capital projects identified in the Estates and Asset Management Business Delivery Plan.

Continue to challenge utilisation of all assets and manage proposed Disposals and Acquisitions in accordance with the Disposal Strategy and Acquisition Strategy.

Re-develop our assets to reflect the requirements of the priorities emerging from the updated Corporate Plan together with the individual needs of service areas reflecting the Council's commitment to Systems Thinking, putting the customer first.

Look for further innovative ways to use our buildings in partnership with the local community.

Review

The contents of this AMP and areas identified for improvement will be subject to review. Any changes will be reflected in an amendment to the Plan and if necessary the Council's Disposals Policy.

Changes to legislation, customer demands and service delivery issues, together with changes in the requirements set out by central government, will undoubtedly affect processes and procedures within the service area. Such changes and demands need to be reflected in the future Asset Management Business Development Plans.

The next review of the Asset Management Plan will be 12 months after adoption of this document.

APPENDIX A -

CAPITAL ESTIMATES 2013/2014 to 2016/2017
GENERAL FUND SUMMARY

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	TOTAL COST	ESTIMATE 2013-14	ESTIMATE 2014-15	ESTIMATE 2015-16	ESTIMATE 2016-17
	£	£	£	£	£
Expenditure					
SECTION 1 (Leisure and Environment)	14,775,024	565,526	7,025,178	6,967,160	217,160
SECTION 2 (Planning)	4,891,370	237,680	43,943	4,566,052	43,695
SECTION 3 (Central Services)	1,674,041	1,470,041	97,000	67,000	40,000
Housing (General Fund)	1,966,420	739,472	496,948	365,000	365,000
Expenditure Total	23,306,855	3,012,719	7,663,069	11,965,212	665,855

Financing

General Financing

Capital Receipts	2,481,798	1,981,798	500,000	0	0
Supported Borrowing GF	426,400	106,600	106,600	106,600	106,600
Unsupported Borrowing GF	1,478,489	257,153	174,469	519,612	527,255
Revenue Contribution to Capital	107,650	58,650	49,000	0	0
Contribution from reserves GF	762,518	558,518	83,000	89,000	32,000

Leisure Centre Financing

Leisure Centre Reserve	2,660,000	50,000	2,610,000	0	0
Leisure Centre Capital Receipt	2,000,000	0	2,000,000	0	0
Leisure Centre Temporary Financing	3,400,000	0	0	3,400,000	0
Leisure Centre Borrowing	5,490,000	0	2,140,000	3,350,000	0

Bus Station Financing

Bus Station Borrowing	4,500,000	0	0	4,500,000	0
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Financing Total

23,306,855	3,012,719	7,663,069	11,965,212	665,855
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APPENDIX B

MAINTENANCE BACKLOG (key properties)

This is based on various surveys and feasibility studies

PROPERTY		BACKLOG	COMMENT
Hinckley Leisure Centre			Premises near 40 years old and in need of significant work on fabric, plant and services within a 5 years. Investment in the existing premises is not the optimum solution so the Council has commissioned a new centre to be built [starting 2014] on the Argents Mead site which formerly housed the Council offices
Investment portfolio		£95,000 (estimated 2010 and to be resurveyed 2014-2017)	Whilst there has been considerable investment in the new Greenfields and Atkins development, progress is slower in reducing the backlog for existing premises. But £62,000 is allocated in the current budget towards the backlog reduction.

COUNCIL – 1 JULY 2014

DISPOSAL OF LAND AT BARLESTONE PLAYING FIELDS
REPORT OF DEPUTY CHIEF EXECUTIVE (CORPORATE
DIRECTION)



Hinckley & Bosworth
Borough Council

A Borough to be proud of

WARDS AFFECTED: ALL WARDS

1. **PURPOSE OF REPORT**

- 1.1 To update members on the current position regarding the sale of the playing fields (identified on the plan shown below).
- 1.2 To seek approval of the sale of the playing fields to Barlestone Parish Council.

2. **RECOMMENDATION**

- 2.1 Members confirm and authorise the sale of playing fields to Barlestone Parish Council for the sum of one pound (£1.00) and on the terms set out in the body of the report.

3. **BACKGROUND TO THE REPORT**

- 3.1 The Council owns a site which is let to Barlestone Parish Council until 2030 at nil rent.
- 3.2 The site has been identified by officers as public open space.
- 3.3 The form of transfer deed has been agreed with Barlestone Parish which includes a restriction on the use of the land as Public Open Space only subject to the extension of the pavilion on the site.
- 3.4 This matter has previously been reported to the Asset Management Strategy Group on 23 April 2014 but as the land has been valued at approximately £80,000.00 this decision has been reported to full Council.

4. **FINANCIAL IMPLICATIONS [KP]**

- 4.1 In accordance with accounting guidelines, upon sale of this asset the land should be revalued upwards to reflect the £80,000 indicated by the valuation. On the basis that the land is being sold for £1.00 a “loss” of £79,999 will be reflected in the Statement of Accounts for 2014/2015. All losses on the sale of assets are not chargeable under statute to the General Fund and therefore this transaction will have no impact on balances.

5. **LEGAL IMPLICATIONS [EC]**

- 5.1 The sale of the freehold will constitute both a disposal at an undervalue and a disposal of open space.
- 5.2 The disposal of property by local authorities at less than best consideration requires the consent of the Secretary of State. However, the General Disposal Consent 2003 allows for a disposal of an undervalue of less than £2,000,000 provided that it promotes the economic, social or environmental well being for the area. As the disposal will allow for further funding for the improvement of the pavilion building it is considered that it would promote the social well being of the area.

5.3 S123 Local Government Act 1972 requires that any disposal of open space is advertised in the local press for two weeks prior to legal commitment and that any representations made are taken into consideration before confirming the disposal.

6. CORPORATE PLAN IMPLICATIONS

6.1 Empowering Communities – Barlestone Parish Council would be able to directly manage a public open space for the local community.

7. CONSULTATION

7.1 Asset Management Strategy Group and the Deputy Chief Executive (Corporate Direction).

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.

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
Risk of the land being used for development and therefore raising a best value issue.	A restrictive covenant in the transfer limiting the use of the land and an overage provision.	Legal Services

9. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

9.1 This will allow Barlestone Parish Council to effectively manage a valued open space for the benefit of local residents.

10. CORPORATE IMPLICATIONS

10.1 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
- Planning Implications
- Voluntary Sector

SITE PLAN



Background papers: Extract from the minutes of the meeting of the Asset Management Strategy Group 23 April 2014

Contact Officer: Edward Costerton 5767
Executive Member: Cllr Keith Lynch

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MINUTE EXTRACT

ASSET MANAGEMENT STRATEGY GROUP

NOTES OF MEETING HELD ON MONDAY 28TH APRIL 2014
DAYTONA SUITE

PRESENT:

Members

Cllr K Lynch (Chair)
Cllr A Hall
Cllr B Sutton
Cllr K Nichols
Cllr K Morell

Officers

Sanjiv Kohli
Malcolm Evans
Robert Vaughan (minutes)
Emma Horton
Cathy Horton
Sharon Stacey
Matt Burns
Edward Costerton

		<u>Action</u>
1.	<u>Apologies</u> Apologies were received from Cllr Inman, Cllr Lay, Caroline Roffey & Ilyas Bham, Catherine Plummer, Shaun Curtis.	
7.	<u>Other Asset Management Issues</u> b. BARLESTONE PLAYING FIELDS EH reported that discussions had progressed to a point where Barlestone Parish had agreed to acquire the freehold. This will now have to be advertised and formally approved by council.	EH

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COUNCIL – 1 JULY 2014

PETITION FOR PUBLIC TOILETS IN EARL SHILTON
REPORT OF THE DEPUTY CHIEF EXECUTIVE (CORPORATE
DIRECTION)



Hinckley & Bosworth
Borough Council

A Borough to be proud of

WARDS AFFECTED: EARL SHILTON

1. **PURPOSE OF REPORT**

- 1.1 To allow members the opportunity to debate a petition which has been received in accordance with the Petitions Scheme.

2. **RECOMMENDATION**

- 2.1 Members can either:

- a) note the petition and take no further action;
- b) request a full report to Council to include all financial implications of the requested course of action with recommendations as appropriate.

3. **BACKGROUND TO THE REPORT**

- 3.1 A petition has been received which is entitled 'Campaign for Public Toilets for Earl Shilton', with the text "We, the undersigned, call on Hinckley & Bosworth Borough Council to keep its promise to provide a new public toilet facility for Earl Shilton's shopping area. Our community deserves its fair share of Borough Council resources and new ladies and gents facilities are vital for a town the size of Earl Shilton". The petition has been verified and 328 signatures have been counted.
- 3.2 Under the Council's Petitions Scheme, if a petition receives a certain number of signatures (this varies depending on whether it is a 'borough' issue or one that affects only a certain parish or town), the petition will be debated by Council.
- 3.3 The issue of public toilets for Earl Shilton is considered to be a local issue affecting the town of Earl Shilton, therefore 176 signatures are required to trigger a Council debate. This petition received 334 verifiable signatures and therefore clearly meets the criteria.
- 3.4 At this stage the matter is before Council to debate the merits of the request and decide whether further action should be taken and further consideration should be given to the petition. A decision on whether or not a toilet is to be provided is not to be made at this meeting.
- 3.5 By way of background regarding the provision of toilets in Earl Shilton, Members are reminded that the previous facility was removed in 2009 following complaints about the poor quality and maintenance of the toilets. The matter was reviewed and it was found that the pre-fabricated structure, which was not DDA compliant, had come to the end of its life and the cost of replacing and subsequently maintaining a new toilet facility was prohibitive. Due to the high cost of the facility and low usage, it was calculated that in 2006/07 the cost of the toilet had been £20.30 per use. Following a further fall in usage this increased to £26.26 per use in 2007/08.
- 3.6 Following removal of the toilet, and agreement was in place with the Lord Nelson public house for use of their toilets, however this was found to be unsuitable as it was

only available after 12 noon daily, was not DDA compliant. There was also a toilet available for public use in the church.

3.7 In 2011/12 an arrangement was entered into with Leicestershire County Council to use the toilet in the library. This is, however, restricted to the opening hours of the library.

3.8 If Members wish to give consideration to the action requested in the petition, it would be necessary for a report to be presented to Council due to the projected costs being in excess of £50,000. At this stage full costings and implications would be presented to members to enable a decision to be made.

4. FINANCIAL IMPLICATIONS (KP)

4.1 As outlined in recommendation b), a full report detailing financial implications will be brought to Council if this decision is made. As outlined 3.8, it is estimated the cost of a facility, if approved would be over £50,000. In line with the financial procedure rules this will require approval by Council in order to establish this budget. Based on the nature of the spend, the budget will be deemed capital and will therefore require financing through one of the following means:

- Borrowing – if this method of financing was used, the General Fund would be required to fund the revenue cost of servicing this debt. The exact value of this will depend on the life of the asset.
- Revenue Contributions to Capital from the General Fund
- Reserves – There are no reserves currently earmarked for spend of this nature

5. LEGAL IMPLICATIONS (EH)

5.1 There are no legal implications at this stage other than those in the body of the report.

6. CORPORATE PLAN IMPLICATIONS

6.1 This report supports the corporate aim of Empowering Communities by providing a voice for the community via the Petition Scheme.

7. CONSULTATION

7.1 Consultation not necessary at this stage, but a clear steer received from the community via the petition.

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

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner

Breach of the petition scheme by not considering the request	Ensure the petition is considered, documented and communicated	Rebecca Owen
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9. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

9.1 This report supports all groups within the community by ensuring provision is made for people with disabilities, that provision does not conflict with the beliefs of individuals and communities, and considers a request made by residents of a town outside of the special expenses area. This report does not, however, make recommendations which will impact any community at this stage.

10. CORPORATE IMPLICATIONS

10.1 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
- Planning Implications
- Voluntary Sector

Background papers: None

Contact Officer: Rebecca Owen, ext 5879 (Deputy Monitoring / Petitions Officer)

Executive Member: Councillor Bron Witherford

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By virtue of paragraph(s) 5, 10 of Part 1 of Schedule 12A of the Local Government Act 1972.

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