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Steve Atkinson MA(Oxon) MBA FIoD FRSA
Chief Executive

Date: 08 June 2016

Hinckley & Bosworth
Borough Council

A Borough to be proud of

To: Members of the Scrutiny Commission

Mr MR Lay (Chairman)	Mrs J Richards
Mrs R Camamile (Vice-Chairman)	Mr BE Sutton
Mr KWP Lynch (Vice-Chairman)	Mr P Wallace
Mr DC Bill MBE	Mr R Ward
Mr SL Bray	Mr HG Williams
Mr WJ Crooks	

Copy to all other Members of the Council

(other recipients for information)

Dear Councillor,

There will be a meeting of the **SCRUTINY COMMISSION** in the De Montfort Suite - Hub on **THURSDAY, 16 JUNE 2016 at 6.30 pm** and your attendance is required.

The agenda for the meeting is set out overleaf.

Yours sincerely

A handwritten signature in black ink, appearing to read 'R Owen'.

Rebecca Owen
Democratic Services Officer

SCRUTINY COMMISSION - 16 JUNE 2016

A G E N D A

1. APOLOGIES AND SUBSTITUTIONS
2. MINUTES (Pages 1 - 4)
To confirm the minutes of the meeting held on 14 April 2016.
3. ADDITIONAL URGENT BUSINESS BY REASON OF SPECIAL CIRCUMSTANCES
To be advised of any additional items of business which the Chairman 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. QUESTIONS
To hear any questions in accordance with Council Procedure Rule 10.
6. PUBLIC SPACE PROTECTION ORDER (Pages 5 - 22)
To consider and endorse the establishment of a Public Space Protection Order.
7. FIXED PENALTY NOTICES FOR FLY TIPPING (Pages 23 - 26)
To advise members of the introduction of the new regulations and make recommendations to the Executive.
8. SITE ALLOCATIONS (Pages 27 - 48)
To give consideration to adoption of the Site Allocations and Development Management Policies document and endorse it to Council.
9. STRATEGIC GROWTH STATEMENT AND GROWTH PLAN (Pages 49 - 114)
To consider and support commencing consultation on the Strategic Growth Statement.
10. CORPORATE PLAN ANNUAL SUMMARY OF ACHIEVEMENTS (Pages 115 - 120)
To scrutinise achievements for 2015/16 against the Corporate Plan.
11. SCRUTINY COMMISSION WORK PROGRAMME 2016-17 (Pages 121 - 126)
Work programme attached.
12. ANY OTHER ITEMS OF BUSINESS WHICH THE CHAIRMAN DECIDES HAVE TO BE DEALT WITH AS MATTERS OF URGENCY

13. 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 1, 3 and 10 of Schedule 12A of the 1972 Act.

14. EFFICIENCY PLAN (To Follow)

15. CORPORATE STRUCTURE (To Follow)

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Agenda Item 2

HINCKLEY AND BOSWORTH BOROUGH COUNCIL

SCRUTINY COMMISSION

14 APRIL 2016 AT 6.30 PM

PRESENT: Mr MR Lay - Chairman
Mrs R Camamile – Vice-Chairman

Mr DC Bill MBE, Mr WJ Crooks, Mr E Hollick (for Mr SL Bray), Mr KWP Lynch, Mr BE Sutton, Mr R Ward and Mr HG Williams

Also in attendance: Councillor C Ladkin and Councillor A Wright

Officers in attendance: Steve Atkinson, Ilyas Bham, Valerie Bunting, Richard Crosthwaite, Bill Cullen, Julie Kenny, Rebecca Owen and Caroline Roffey

484 APOLOGIES AND SUBSTITUTIONS

Apologies for absence were submitted on behalf of Councillor Bray, with the substitution of Councillor Hollick authorised in accordance with Council Procedure Rule 4. It was also noted that Councillor Williams would arrive slightly late and had apologised for this.

485 MINUTES

RESOLVED – the minutes of the meeting held on 3 March 2016 be confirmed and signed by the Chairman.

486 DECLARATIONS OF INTEREST

Councillors Camamile & Hollick stated that they were parish councillors for authorities that had applied for grants under the Parish & Community Initiative Fund.

487 HINCKLEY HOSPITAL REVIEW

Caroline Trevithick, Toby Sanders and Nick Wilmott were in attendance to present consultation options for the review of health services in Hinckley.

Councillor Williams entered the meeting at 7pm.

The future of the Mount Road and Sunnyside hospitals was discussed, and the need to consider provision of services, as well as investment in buildings, was highlighted. Members expressed the importance of a clear vision for the delivery of improved services in dialogue with stakeholders, including the potential for a walk in facility at Sunnyside or Mount Road.

Members were reassured that the information pack, as part of the consultation exercise, would contain a thorough vision for service provision as well as clarity over what service would be retained, improved and/or lost. It was also confirmed that parishes would be fully consulted.

488 DISCRETIONARY HOUSING PAYMENTS UPDATE

The Scrutiny Commission received a report on the discretionary housing payments scheme, following a request for an update at a previous meeting. It was explained that

the scheme provided help to claimants who received housing benefit, but who needed further financial assistance with housing costs and was funded by a government grant.

In response to a member's question about how much of the funding had been unused and returned to the DWP since the start of the scheme, it was reported that, following a change in the criteria, all monies had been allocated and, for 2015-16, approval had been sought to use some of the HRA budget that had been ringfenced for supporting tenants to fund further awards. A member asked whether the scheme for further awards would be continuing, as the report seemed to suggest it would not, and officers agreed to confirm its continuation to members.

Members noted the report and the valuable work to support tenants.

489 PARISH & COMMUNITY INITIATIVE FUND

Members received a report which proposed grant allocations through the Parish and Community Initiative Fund 2016/17. It was noted that over £1million had now been allocated under the scheme since it commenced and that the fund had been increased by the Council for this year.

It was reported that eight schemes would be rejected under the current criteria, but that if the criteria was amended, as recommended, for this year only, five of these would be supported, which would make the best use of the funding available. Members expressed concern about amending the criteria to fund schemes such as fencing and car park improvements, but supported the amendment for this year only.

RESOLVED –

- (i) The funding allocations recommended in the report be endorsed and recommended for approval by the Strategic Leadership Board;
- (ii) SLB be recommended to amend the scheme conditions for this year only to allow a further five schemes to be supported;
- (iii) The carry forward request of £2,263 as detailed in the report, allowing the previous years' schemes to be completed, be endorsed.

490 AFFORDABLE HOUSING DELIVERY

Further to a request at a previous meeting, the Commission received a report on the cumulative impact of viability assessments submitted through the development management process on the delivery of affordable housing. During discussion, the following points were raised:

- The threshold for provision of affordable housing being four units in rural areas
- The site of the current leisure centre, which would soon be subject of competition for a development partner
- The potential allocation of the former depot site to the wholly owned company
- The importance of commuted sums for off-site provision of housing.

491 EQUALITIES MONITORING REPORT

Members were provided with the employment and equality statistics for 2012/13, 2013/14 and 2014/15 along with the Equality Policy which was currently out for consultation. Members congratulated officers on the quality and content of the report. It was noted that some of the targets were out of the control of the authority, for example

numbers of employees with a disability. It was further noted that it was possible there were employees who had not declared a disability, and, in response to a member's question, the Commission was reassured that the council had no liability where disabilities had not been disclosed.

492 INSURANCE CLAIMS PROCESS

In response to a request of the Commission, a report was presented which informed members of the insurance claims handling process and claims history. Members suggested that examples would have been helpful.

493 CAR PARKS IN HINCKLEY TOWN CENTRE

Following a request of the member of the Scrutiny Commission, consideration was given to a report on the Hinckley town centre car parks. The Executive member with responsibility for car parking was in attendance and outlined the work currently being undertaken on town centre issues, including car parks and residents' parking, in consultation with one of the ward councillors for the town centre.

A member reminded the Commission that, when short stay tariffs in the town centre had been reduced a few years previously, the Hinckley Area Committee had agreed to subsidise this from the special expenses budget, with an equivalent contribution from the BID. He asked whether, in light of the high level of usage and therefore income from the car parks and the fact that the BID had not contributed, the subsidy was still required. It was agreed that a view would be sought from the Car Parking Working Group.

It was noted that Leicestershire County Council was undertaking a study on town centre parking. The Executive member asked those members who were also County Councillors to support and encourage residents' parking schemes.

It was agreed that a further report would be brought to the Commission when an update on any aspect of Hinckley town centre parking was available.

494 DECISION MAKING STRUCTURE

Following deferral of this item at Council, the Scrutiny Commission considered the proposed decision making structure. It was reported that the objective of the review was to raise the profile of audit and create a clear decision making process, but would not preclude an overview & scrutiny body receiving a report on a particular audit or viewing the audit plan if they wished. A discussion had taken place immediately before the meeting, involving the Chair of the Commission, the Council Leader and the Deputy Leader of the Opposition. The conclusions of that constructive discussion were put before the Commission.

Members felt that a standalone Audit Committee would be more effective than merging the audit function with the Ethical Governance & Personnel Committee and that the chairman of the Scrutiny Commission and the Finance & Performance Committee should be members of the Audit Committee. It was also noted that members of the Executive should not normally be members of the Audit Committee, and that the Audit Committee would have a set cycle and a work programme.

RESOLVED – Council be RECOMMENDED to approve a revised structure with a separate Audit Committee.

495 SCRUTINY COMMISSION WORK PROGRAMME 2015-16

The following items were requested for future meetings:

- Major projects update (next meeting)
- Update on the sustainable urban extensions (July meeting)
- Update on the Credit Union
- Progress report on garden waste.

(The Meeting closed at 8.50 pm)

CHAIRMAN

SCRUTINY COMMISSION – 16 JUNE 2016

INTRODUCTION OF PUBLIC SPACE PROTECTION ORDER REPORT OF DEPUTY CHIEF EXECUTIVE (COMMUNITY DIRECTION)



Hinckley & Bosworth
Borough Council

A Borough to be proud of

WARDS AFFECTED: ALL

1. PURPOSE OF REPORT

To Scrutiny Commissions endorsement to establish a Public Space Protection Order to prevent antisocial activities in public places. Parts of this Order will be Borough wide, and parts will cover HBBC owned land only.

2. RECOMMENDATION

2.1 That Scrutiny Commission endorse:

- (1) The creation of a borough wide Public Space Protection Order incorporating the controls outlined in 3.2 to 3.4 of the report.
- (2) The delegation of authority to the Chief Officer (Environmental Health), the Chief Officer (Housing, Community Safety and Partnerships, the Executive Member for Neighbourhood Services and the Executive Member for Housing Services & Community Safety Services to implement this order and to authorise suitably qualified officers for enforcement.

3. BACKGROUND TO THE REPORT

3.1 The Anti-social Behaviour, Crime and Policing Act 2014 (c.12) permits HBBC to create Public Spaces Protection Orders (PSPO's). PSPO's are designed to stop individuals or groups committing anti social behaviour in a public space and run for 3 years. The local authority can extend a PSPO for up to 3 years if they are satisfied that an extension is necessary to prevent the continuing behaviour. The Council may make a PSPO if satisfied that two conditions are met (Section 59 of the Act):

1. That the activities have taken place, or that are they likely to be taking place, in a public place within the authority's area and have had, or are likely to have, a detrimental effect on the quality of life of those in the locality; and
2. That the effect, or likely effect, of the activities:
 - i) Is, or is likely to be, of a persistent or continuing nature;
 - ii) Is, or is likely to be, such as to make the activities unreasonable; and
 - iii) Justifies the restrictions imposed by the order.

3.2 The council conducted a public consultation during January – March 2016, the results of which are detailed in Appendix 1. The consultation was supportive of establishing a PSPO as follows:

- a) Ban the use of intoxicating substances (which includes alcohol and New Psychoactive Substances and emerging drugs) *on public land*.

Under the PSPO, anyone in breach of the order would be committing a criminal offence and could receive a Fixed Penalty Notice or face a fine in court. Police would have the power to seize the intoxicating substances. This would be enforced by the police in a proportionate manner in conjunction with the council's

Endeavour Team to deal with issues arising and we would continue to work via the tiered approach to avoid young people being criminalised.

- b) Prohibit the use of fires and barbeques, camping with or without a vehicle, the use of remote controlled vehicles, the use of a motorcycle, and refusal to leave a site when required.

Under a PSPO, the council could enforce against anyone found in breach of any of the above acts deemed to cause a nuisance within *HBBC parks and open spaces*.

- c) Put dogs on lead if instructed to do so by an Authorised Officer from the Council.

In cases where an irresponsible owner is allowing their dog to cause a nuisance *within HBBC parks and open spaces*, an Authorised Officer from the Council could require the owner to keep their dog on a lead.

- d) Restrict dogs from going into certain places i.e. children's play areas.

Under the PSPO, it would be possible to prohibit dogs from the following specified areas:

- a. *children's play areas on HBBC parks and open spaces (which are clearly signed and with exception for assistance dogs);*
- b. *multi-use games areas on HBBC parks and open spaces (which are clearly signed and with exception for assistance dogs);*

- e) Keep dogs on a lead, in specified areas

Under the PSPO, the council could insist that dogs are kept on leads at all times in the following areas;

- a. *a highway, carriageway, cycle lane, footway, footpath, maintainable at the public expense, any grass verge managed by any Local Authority and which is adjacent to the carriageway or footway of a highway, including gutters and adjoining footpaths (this is excludes footpaths within HBBC parks and open spaces)*
- b. *clearly specified and signed areas within Hollycroft Park.*
- c. *all cemeteries and graveyards which are managed or owned by Hinckley & Bosworth Borough Council.*
- d. *All sports pitches within HBBC parks and open spaces, but only when in use for officiated sporting matches.*

- f) Fouling of Land by Dogs.

Under the PSPO the council would enforce dog owners for not clearing away dog fouling; this would be *across public land Borough wide*.

3.3 Exemptions.

The powers/restrictions referred to above would not apply to those who are registered blind or use assistance dogs.

3.4 Penalties.

Under the current Dog Fouling of Land Act 1996 failure by the owner to clear up after their dogs foul can result in the person being issued with a £50 Fixed Penalty Notice (FPN). The PSPO enables the Council to issue FPN's of up to £100, with an option to

reduce the amount to £80.00 if the fine is paid within 10 days. If the FPN is not paid, the Council could prosecute the offender in the magistrates Court, where the maximum fine is currently £1000 (level 3 on the standard scale). The FPN level for dog fouling would therefore be amended to £100 or £80 for early payment.

4. *Implementation.*

4.1 Officers propose to implement the PSPO in a 2 stage approach:-

Stage1: to be implemented as soon as practical (estimated September 2016):-

- Replace existing “No Drinking” order
- Ban the use of intoxicating substances (which includes alcohol and what are New Psychoactive Substances and emerging drugs) on public land
- Ban dog fouling on public land throughout the whole of the Borough
- Restrict dogs accessing play areas and other sensitive areas
- Enforce dogs on leads in certain areas.

Stage 2: Investigate extending the PSPO to cover other areas such as:-

- Dog control issues on parish council land / HBBC housing land /other public land
- Other activities taking place, or that are they likely to be taking place, in a public place within the authority’s area and have had, or are likely to have, a detrimental effect on the quality of life of those in the locality.

Following further consultation relating to land controlled by Parish Councils and regarding any new or emerging threats a decision will be required by Council in July 2017 to establish Stage 2 of the PSPO. The revised Order is expected to be in force by September 2017.

Lead Member for Rural Communities and Environment is to be consulted during the development of Stage 2 of the PSPO.

4.2 Enforcement.

Authorised officers from Street scene services will the lead for the enforcement of dog related breach’s i.e. dog fouling & park restrictions. Other suitable officers will be designated by Chief Officers. The Police will be responsible for enforcement action relating to intoxicating substances including alcohol.

Prior to the launch of the Public Space Protection order an educational campaign will run operating a ‘warning notice’ system of fixed penalty notice for the new offences under the order for a three month period (except for Dog fouling offences).

5. FINANCIAL IMPLICATIONS [CS]

5.1 PSPO will require signage at 45 sites in HBBC ownership. The total cost is £833. These costs will be met from existing Street Scene budgets. In addition a further 400 stickers will be required for the on street dog fouling signage.

5.2 Total cost is £680.00. These costs will also be met from existing Street Scene budgets.

5.3 It is difficult to predict the level of additional income this change will generate. However, it is anticipated that income from dog fouling fines will double by £450 to

£900. Therefore Council are requested to approve a supplementary income budget for £450.

5.4 Parish Councils will need to provide their own signage costs at stage 2 if subsequently approved.

6. LEGAL IMPLICATIONS [JB]

6.1 The legal implications of the adoption of PSPOs have been incorporated within the body of the Report at Paragraph 3.

7. CORPORATE PLAN IMPLICATIONS

7.1 Creating a vibrant place to work and live through:-

- Clean neighbourhoods,
- Protecting and improving our parks & open spaces,
- Protecting the community by creating a safer place ,

Supporting individuals through:-

- encouraging responsible citizenship

and Providing Value for Money and Pro-active Services through:-

- efficient, effective and pro- active services

8. CONSULTATION

8.1 This consultation was held during 15th January 2016 and March 25th 2016. 697 responses were received from members of public throughout the Borough demonstrating significant support for these controls, detailed results in Appendix 1. Further responses were received from the Police and a detailed response from The Kennel Club supporting the importance of PSPO's but highlighting the importance of balancing the interests of dog owners with the interests of other access users. Details of consultation project plan highlighting who we consulted with and how is given in Appendix 2.

9. 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
Unachievable expectation levels from the public on the enforcement of the intoxicating substances element – limited police resources	Clear communications led by the Community Safety Partnership to ensure that public are aware that this order will be used in a proportionate manner by the police and council Endeavour Team to tackle issues of most concern/impact on the wider community. [eg ensure the Council has a sound knowledge of both the restrictions and opportunities]	Sharon Stacey / Rachel Burgess
Incorrect drafting of the PSPO	Ensure correctly drafted	Legal Services Manager

9. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

9.1 An EIA has been undertaken and can be found on the councils performance management system under strategies and policy's.

9.2 The dog fouling controls and dogs on leads apply across the borough and all powers relating to HBBC owned land in the rural areas. The future consultation of Parish Councils will directly affect rural areas.

10. CORPORATE IMPLICATIONS

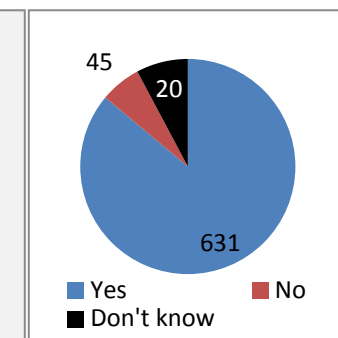
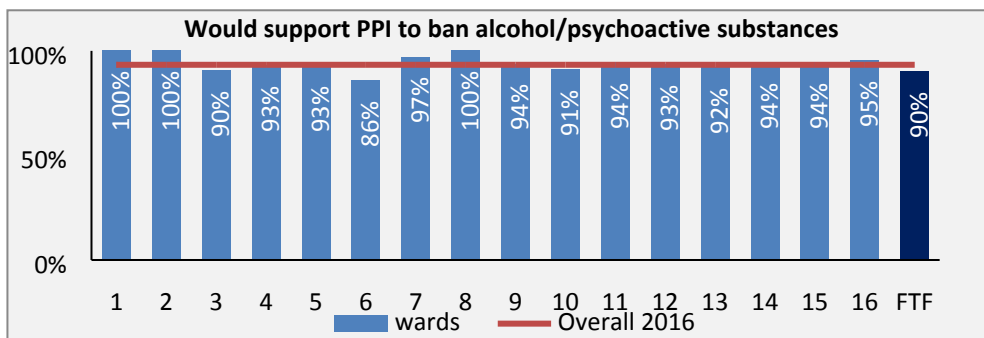
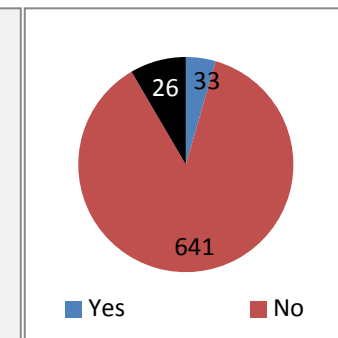
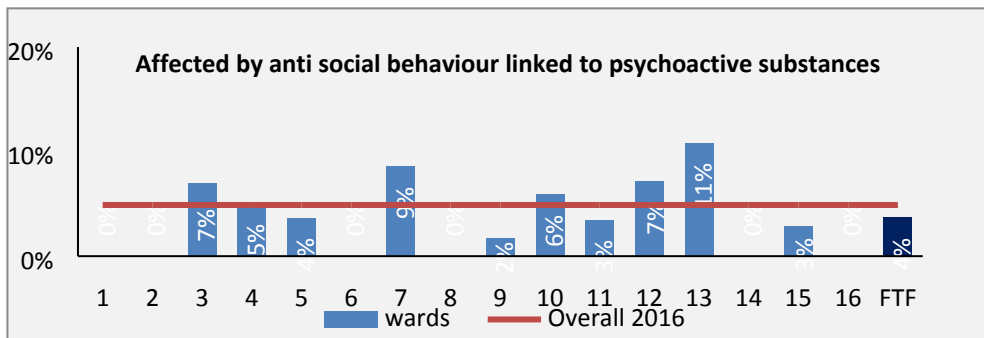
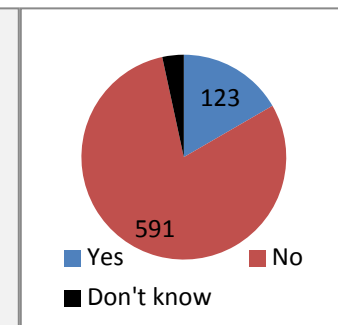
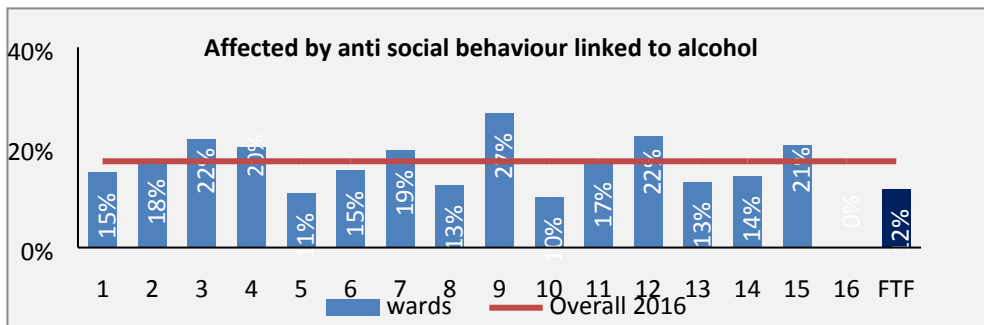
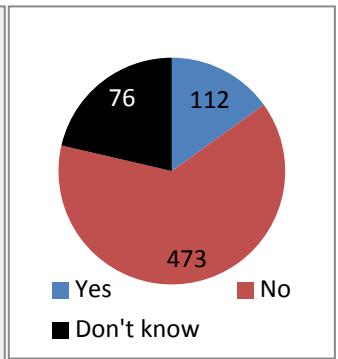
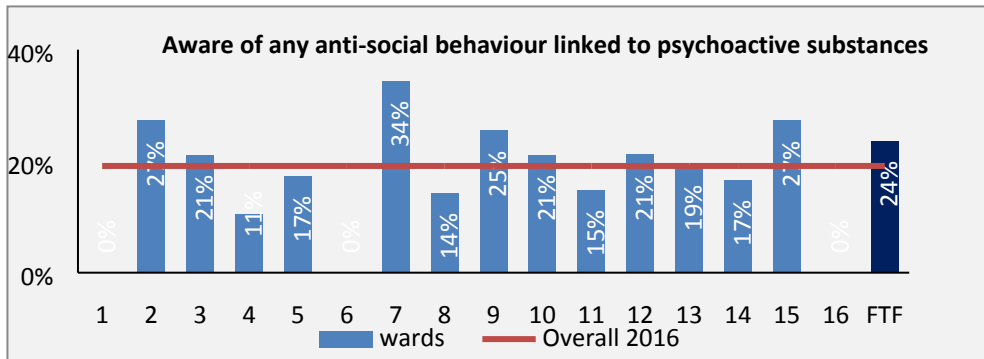
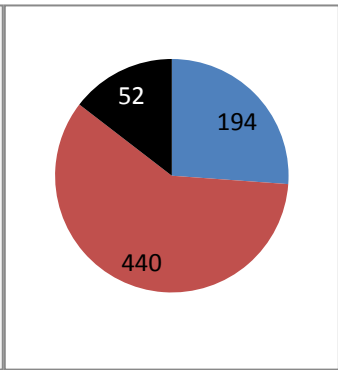
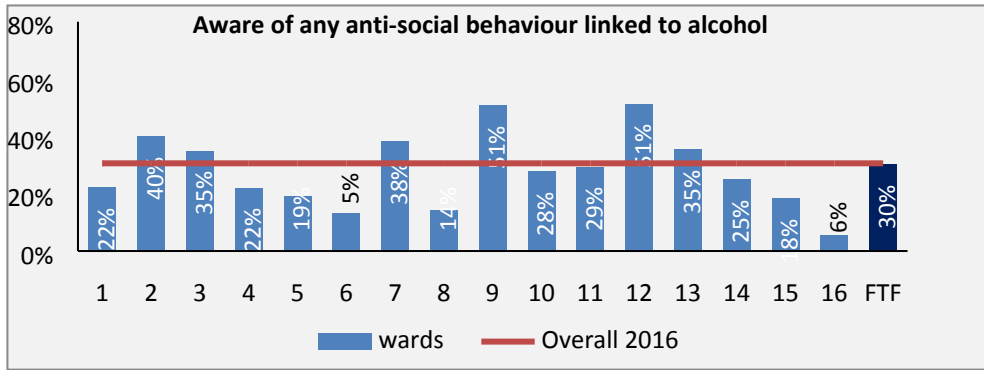
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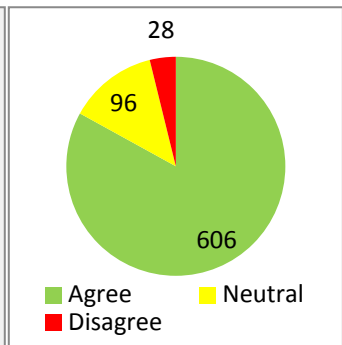
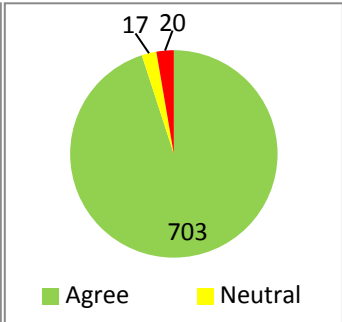
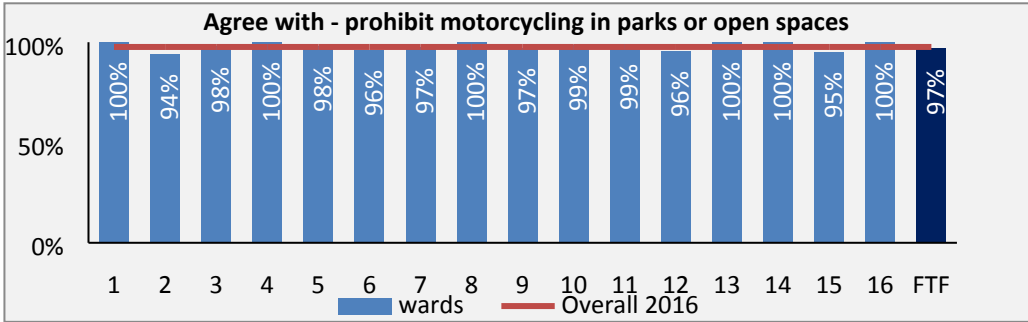
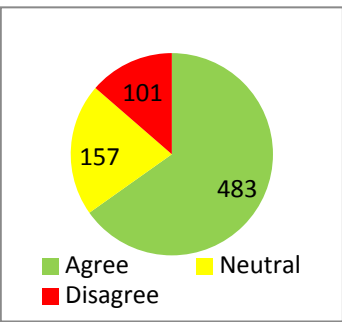
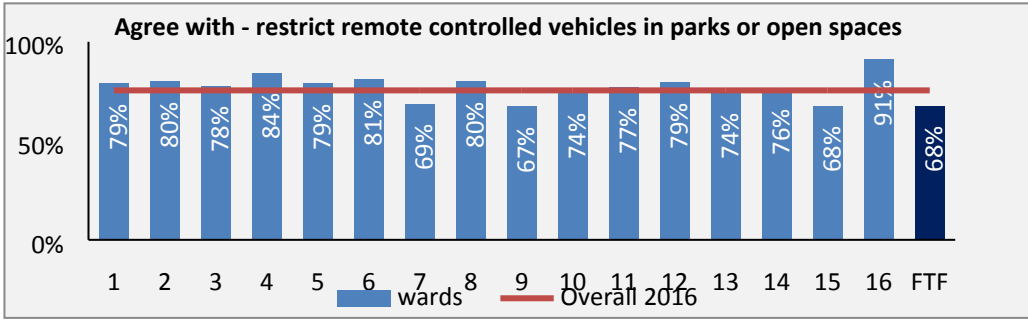
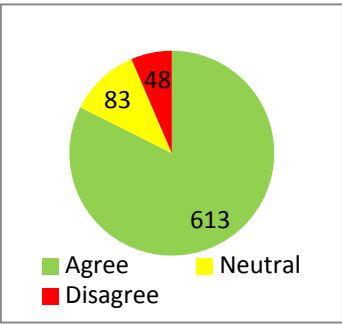
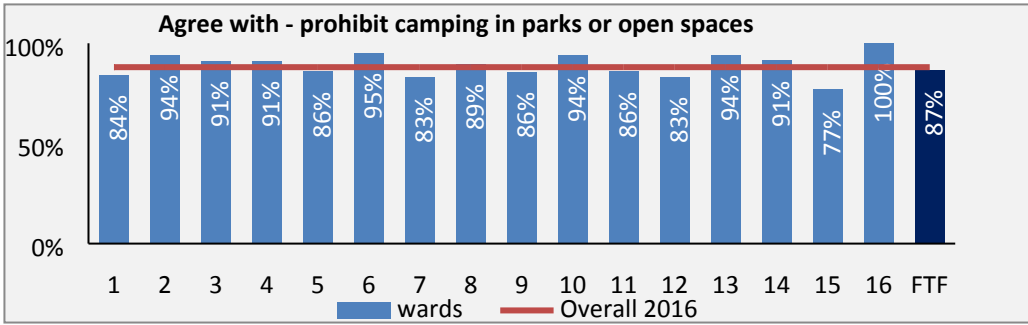
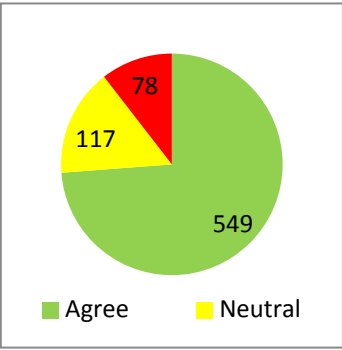
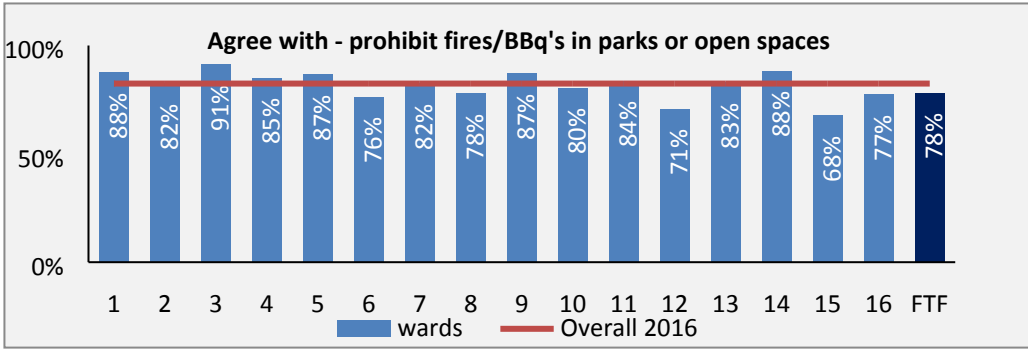
- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

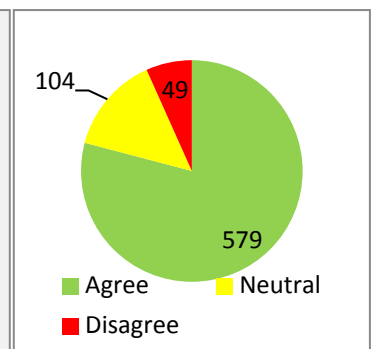
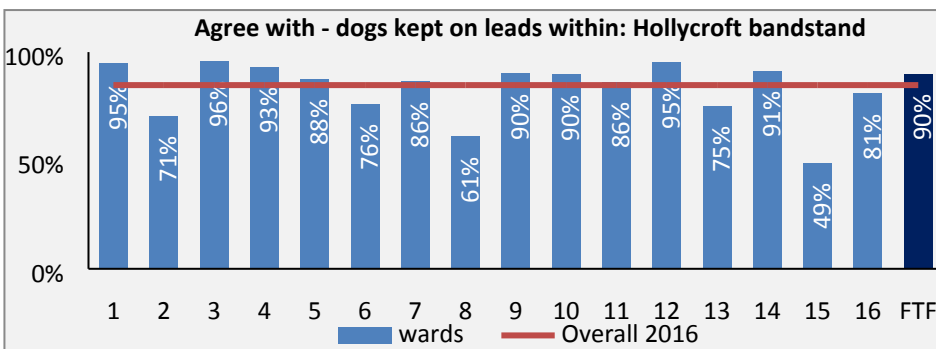
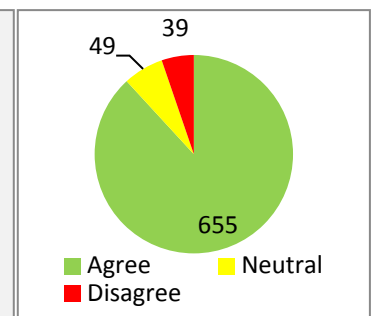
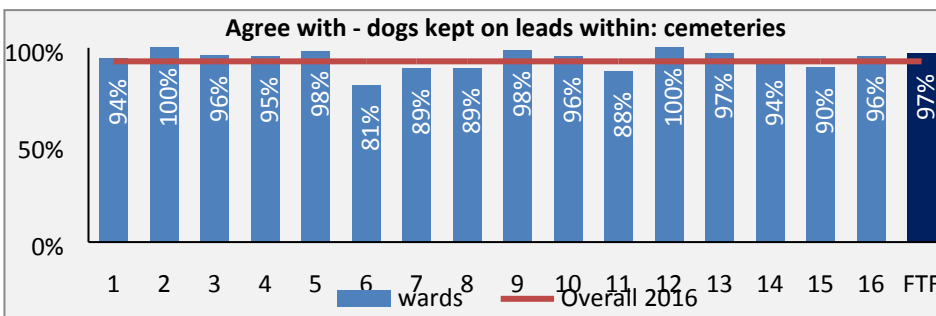
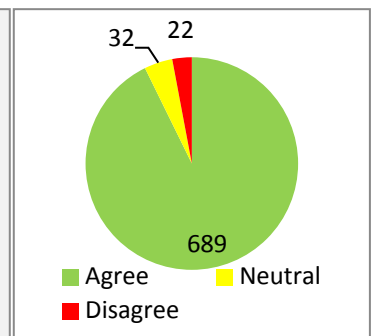
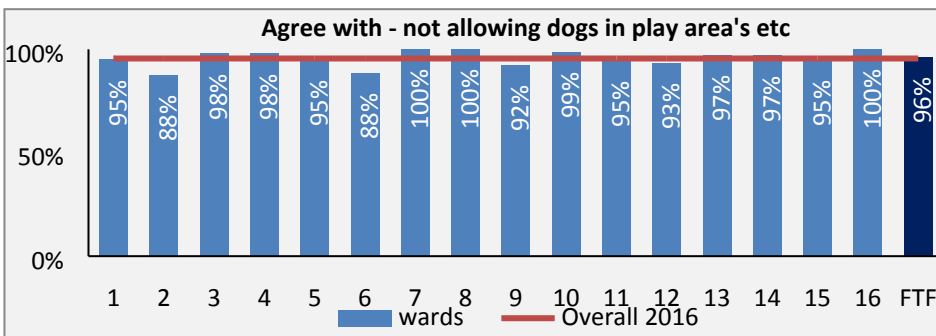
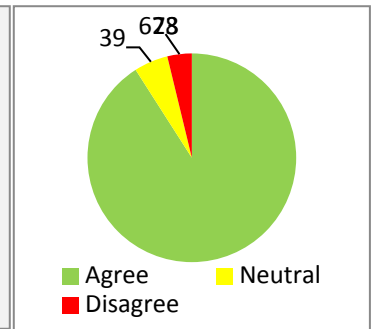
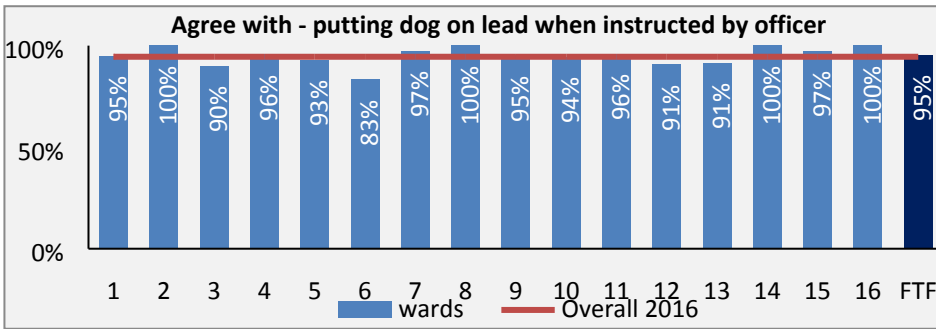
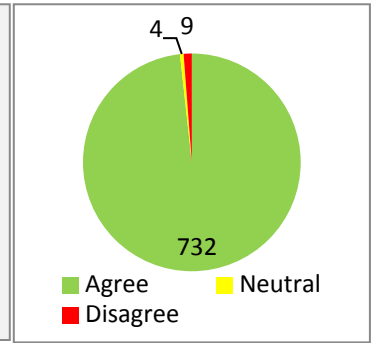
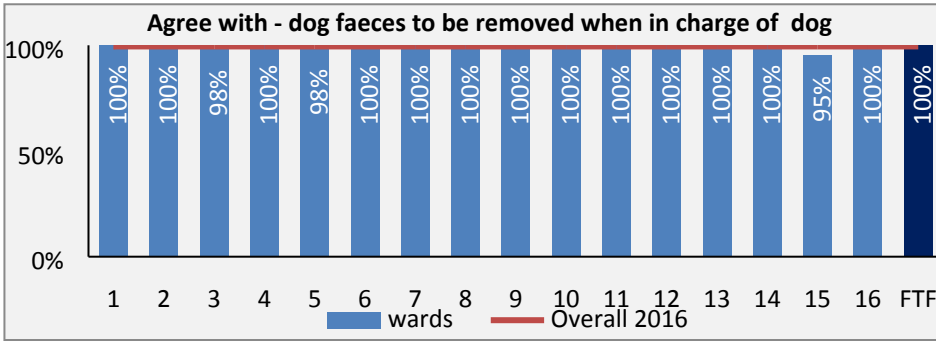
Background papers: PSPO consultation file

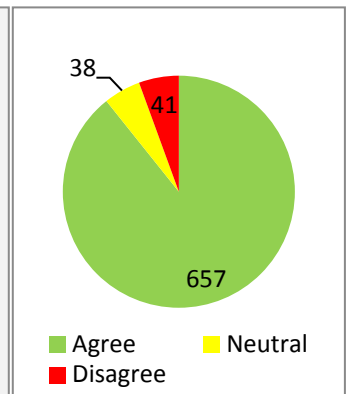
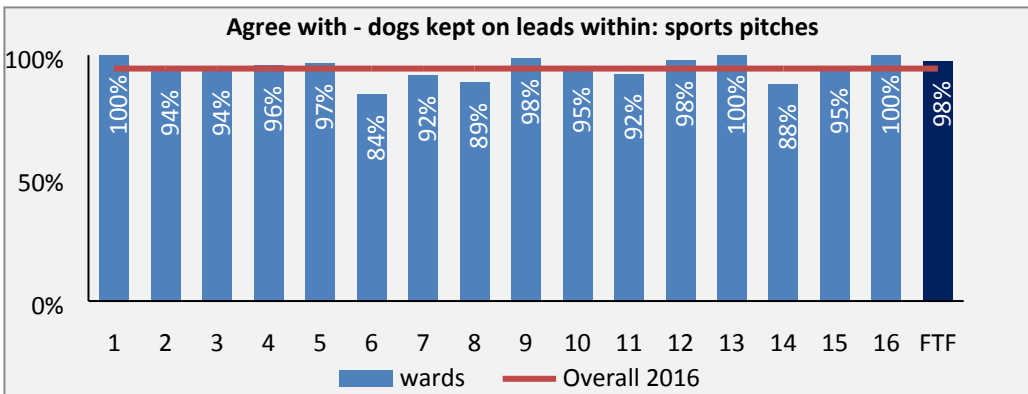
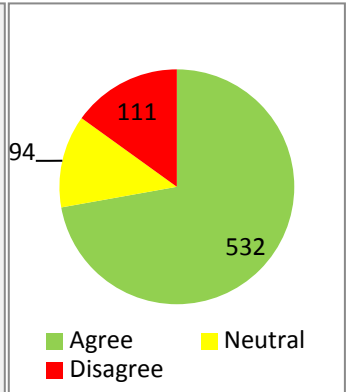
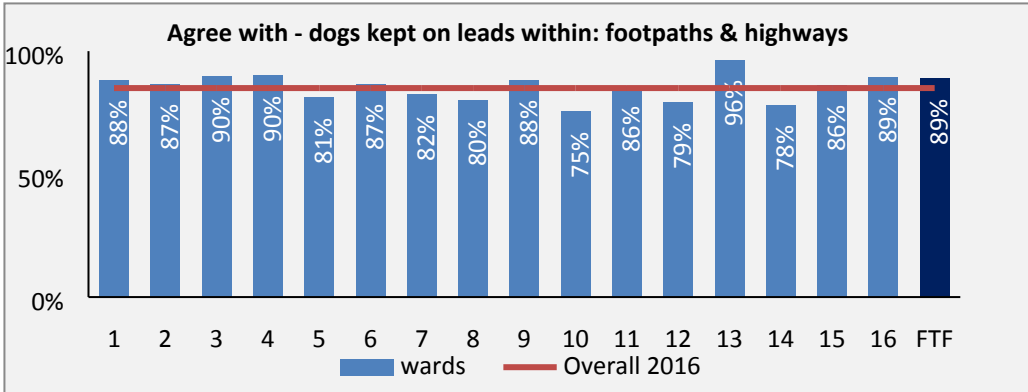
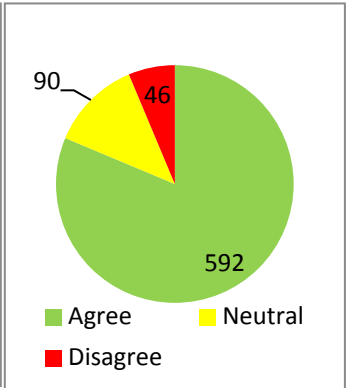
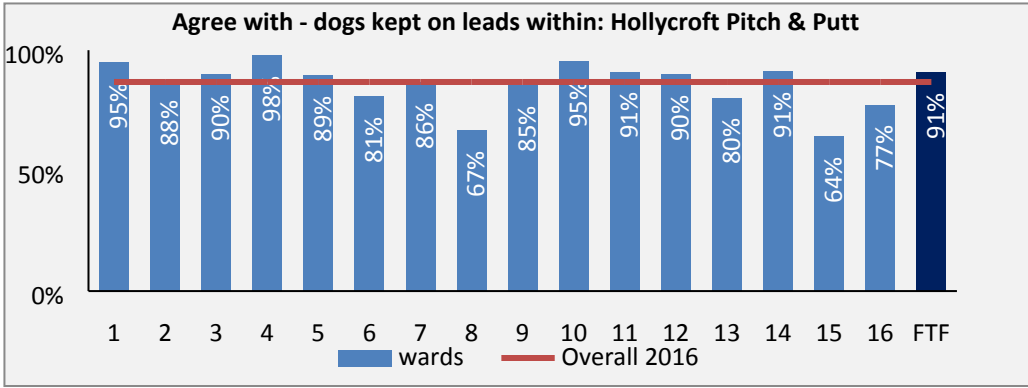
Contact Officer: Lisa Kirby / Caroline Roffey
 Executive Member: [Cllr M Nickerson / Cllr C Boothby]

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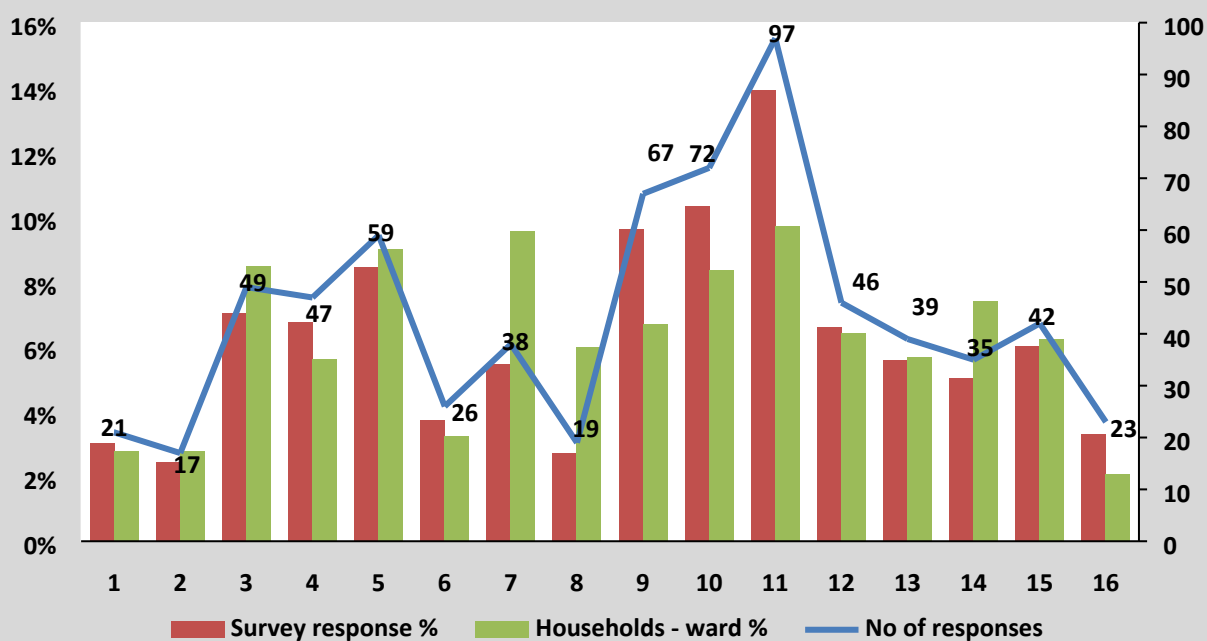








PSPO survey winter 2015/16 - response rates demographics by ward

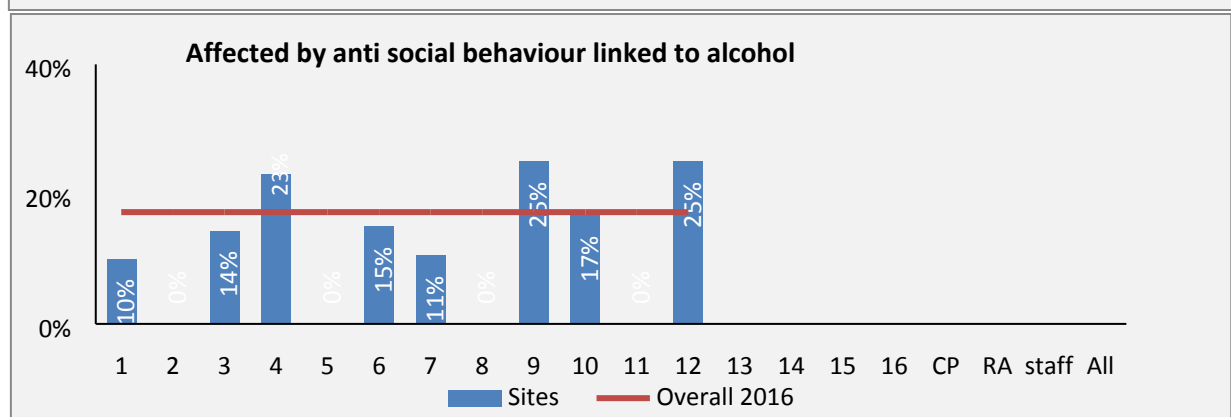
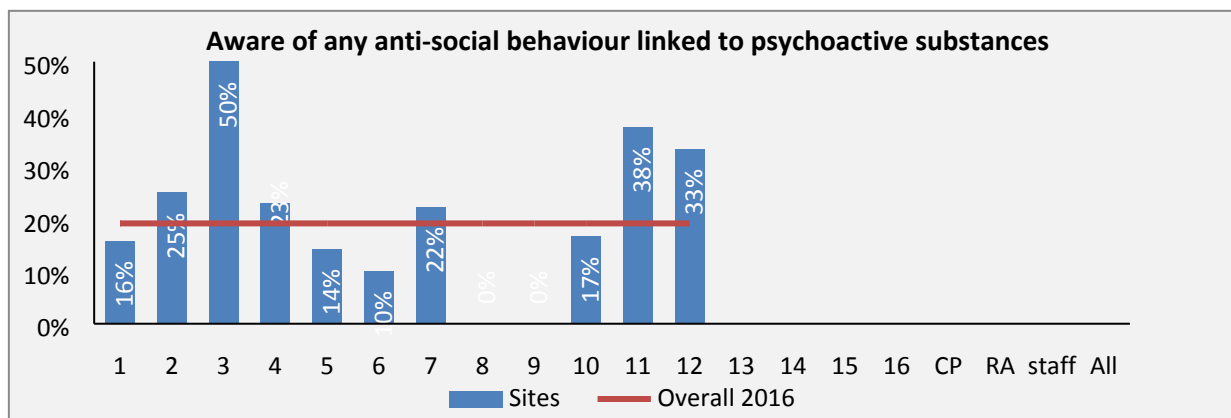


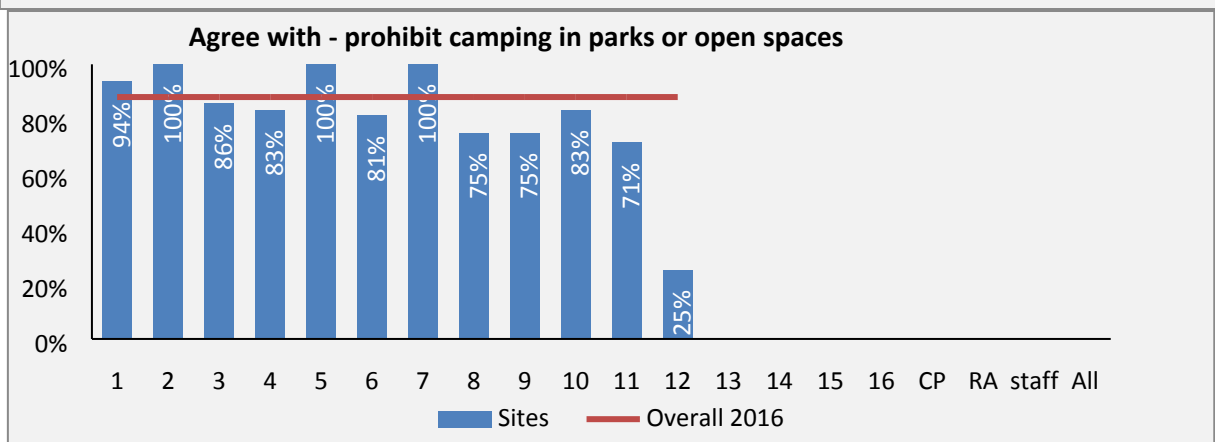
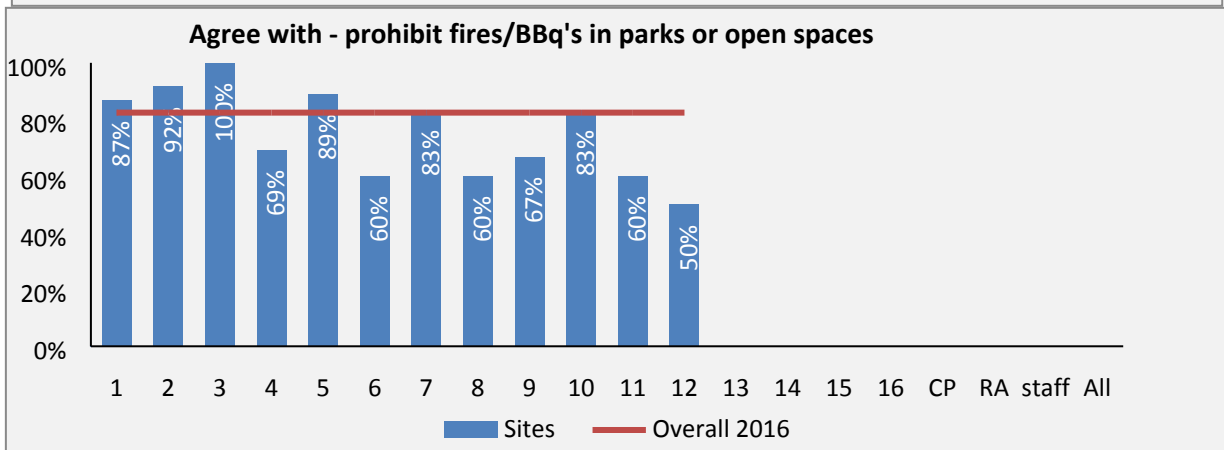
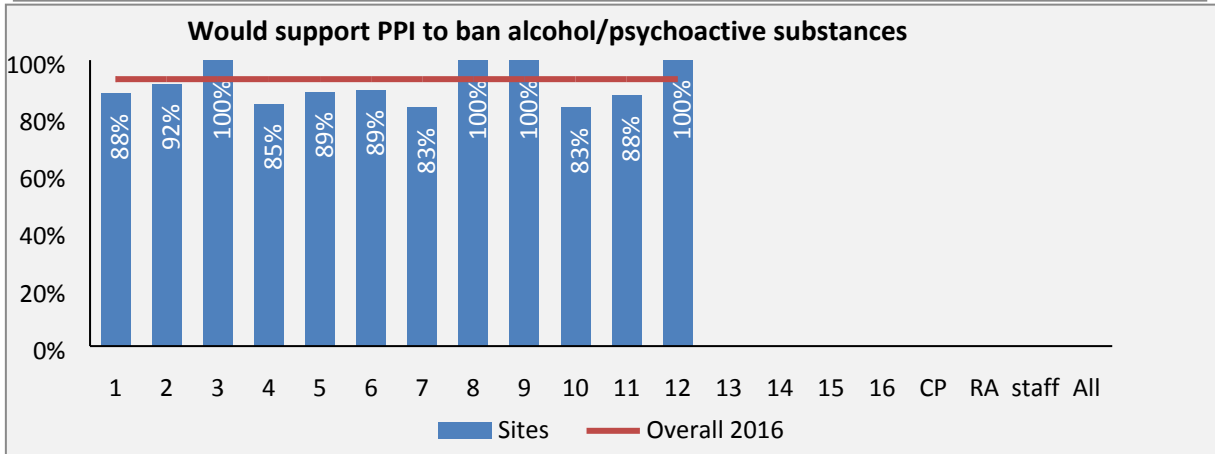
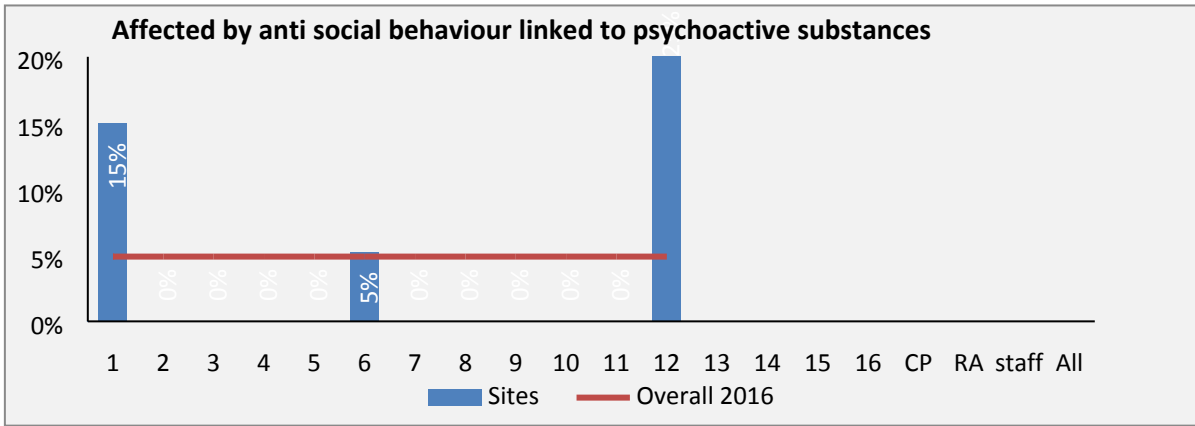
Ward	Responses	Survey response rates	Households - ward %
1 Ambien	21	3.01%	2.79%
2 Barlestone, Nailstone & Osbaston	17	2.44%	2.79%
3 Barwell	49	7.03%	8.47%
4 Burbage, St Cathernes & Lash Hill	47	6.74%	5.63%
5 Burbage, Sketchley Grange & Stretton	59	8.46%	9.00%
6 Cadeby, Carlton, M. Bosworth & Shackerstone	26	3.73%	3.25%
7 Earl Shilton	38	5.45%	9.56%
8 Groby	19	2.73%	5.97%
9 Castle	67	9.61%	6.69%
10 Clarendon	72	10.33%	8.36%
11 De-Montfort	97	13.92%	9.71%
12 Trinity	46	6.60%	6.42%
13 Markfield, Stanton & Field Head	39	5.60%	5.68%
14 Newbold Verdon, Desord & Peckleton	35	5.02%	7.41%
15 Ratby, Bagworth & Thornton	42	6.03%	6.22%
16 Twycross, Witherley & Sheepy	23	3.30%	2.07%
	697		

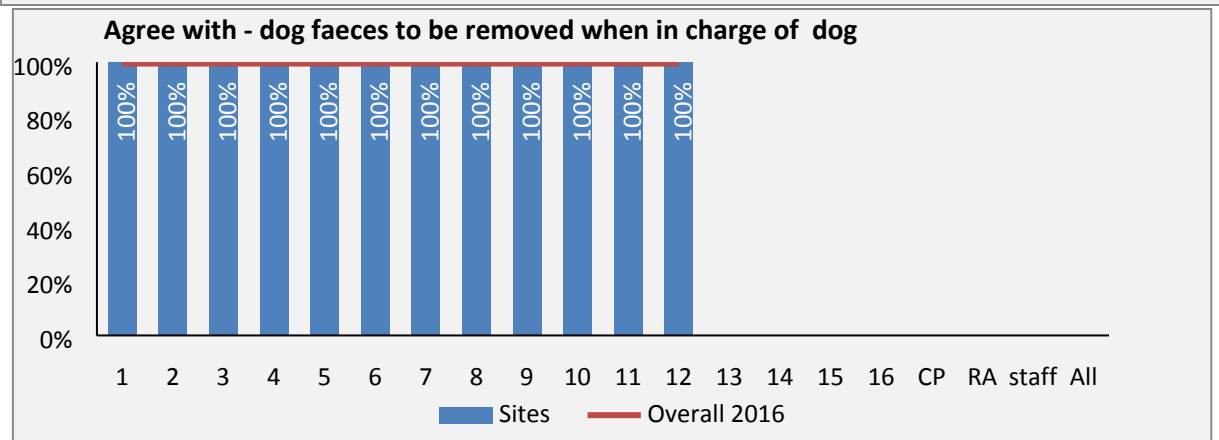
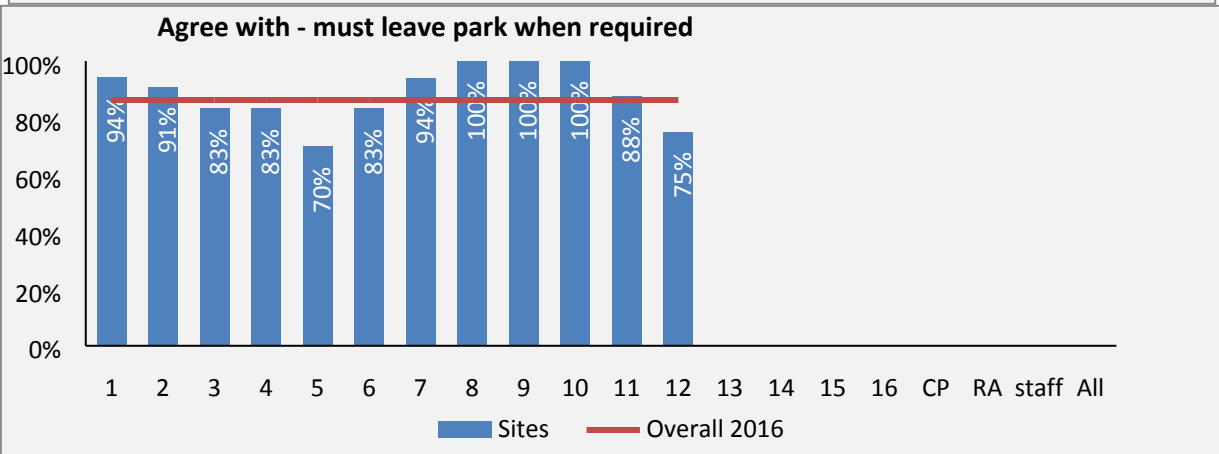
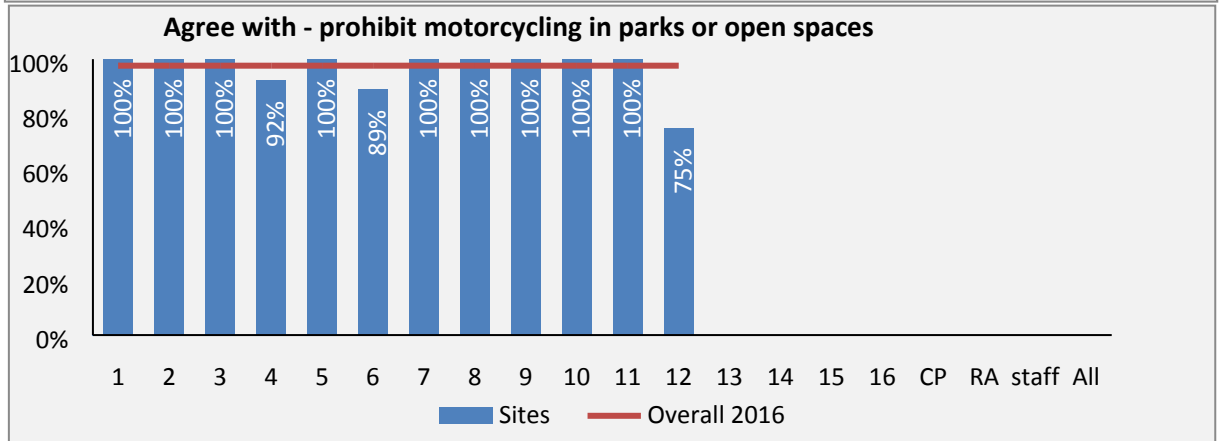
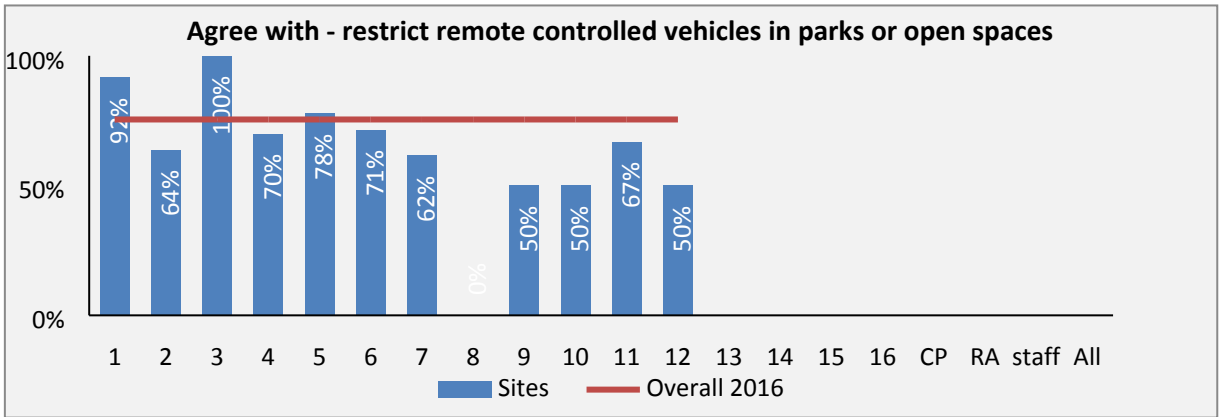
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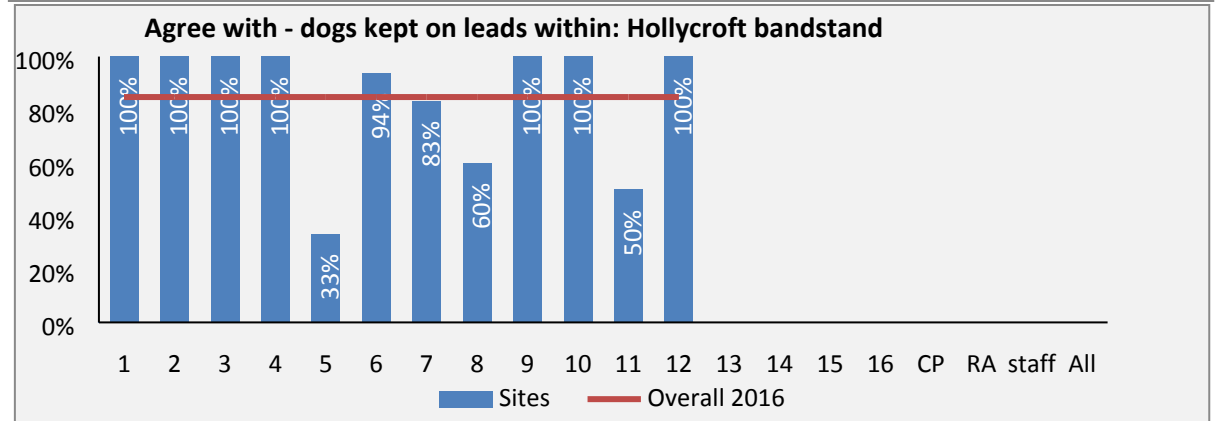
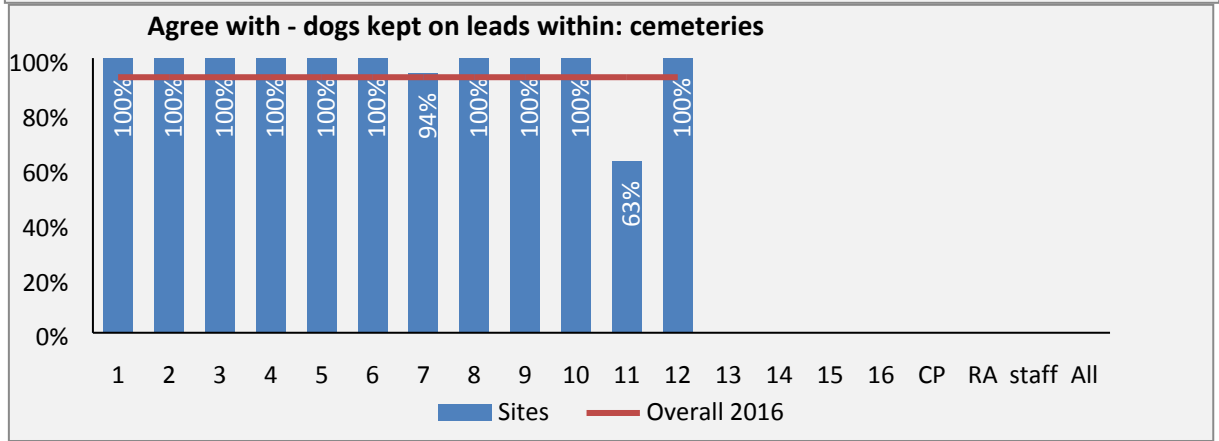
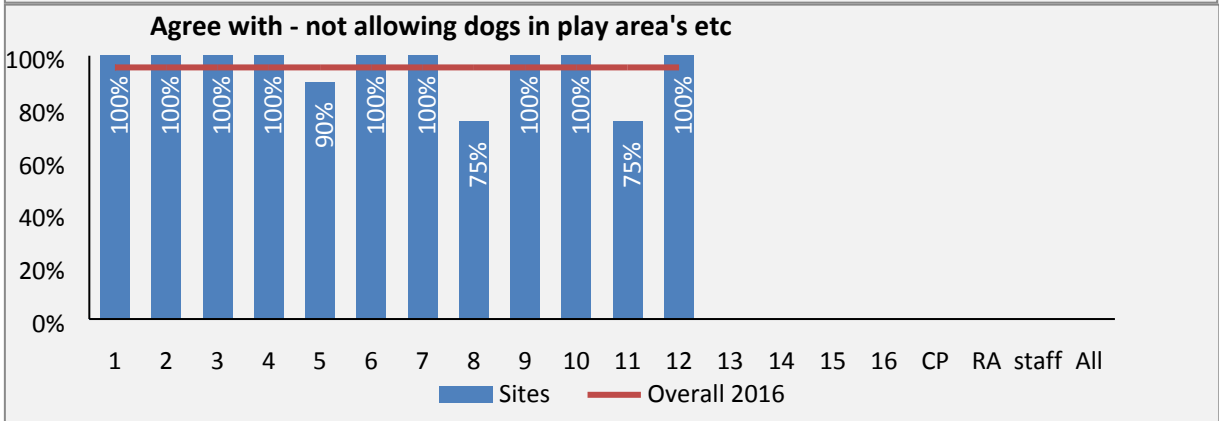
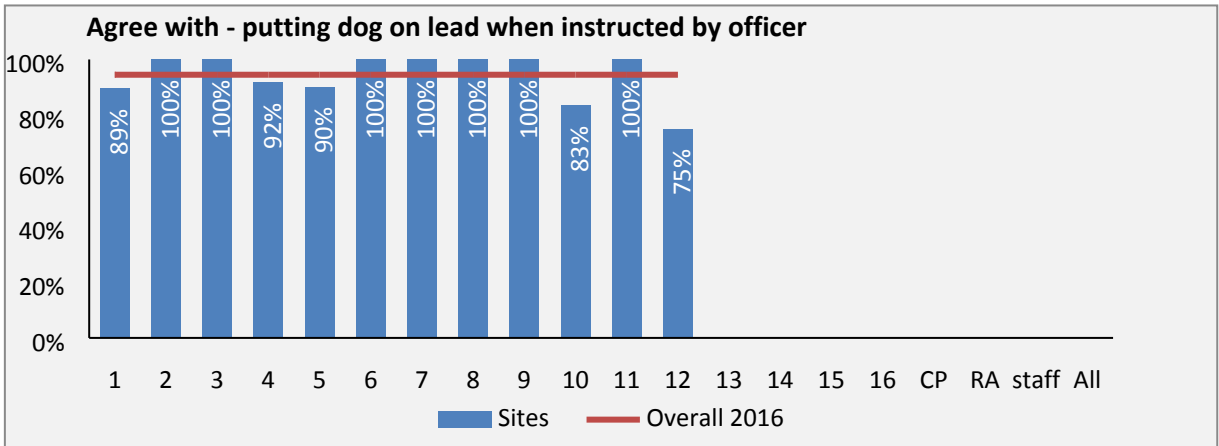
Face to face questionnaires

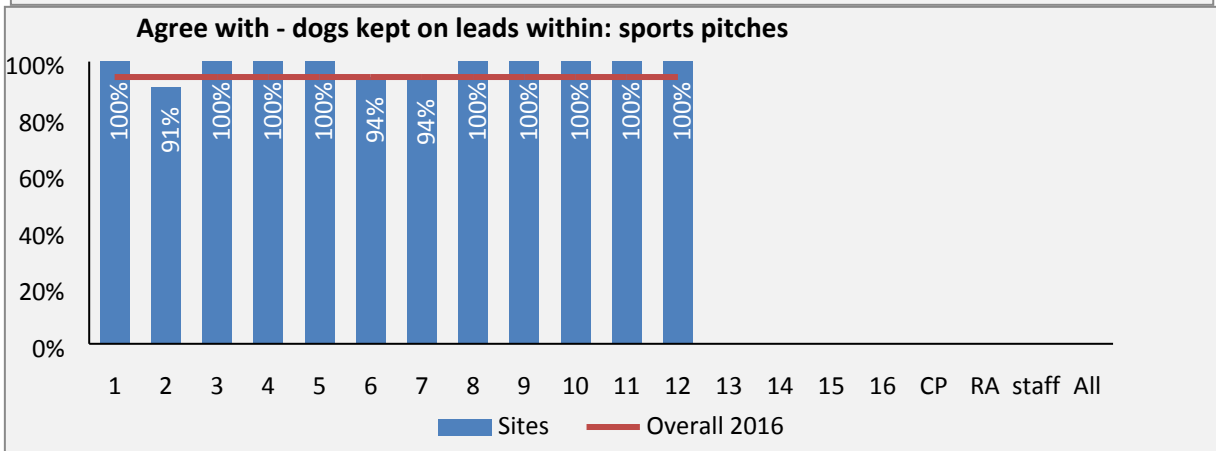
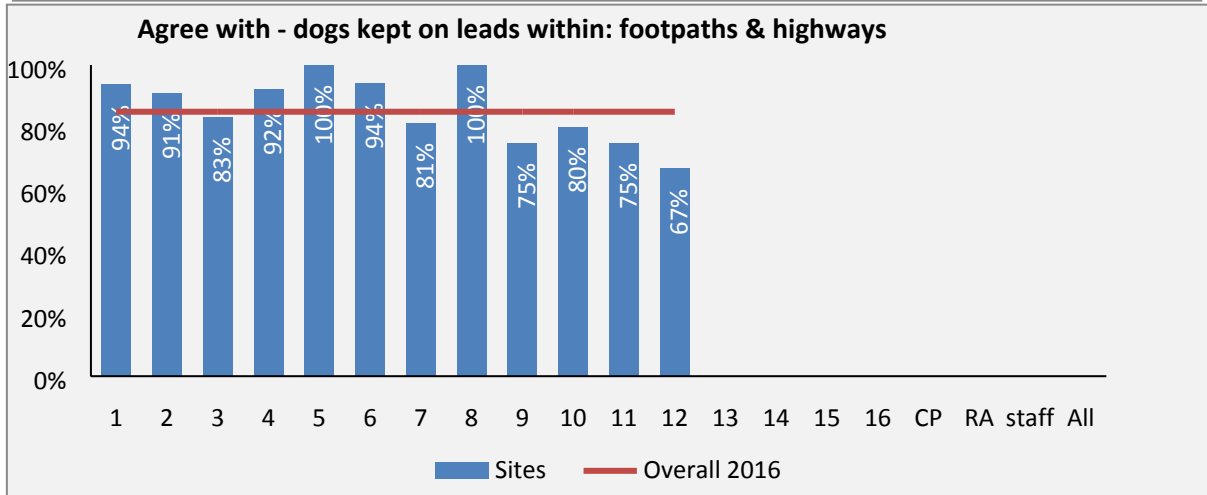
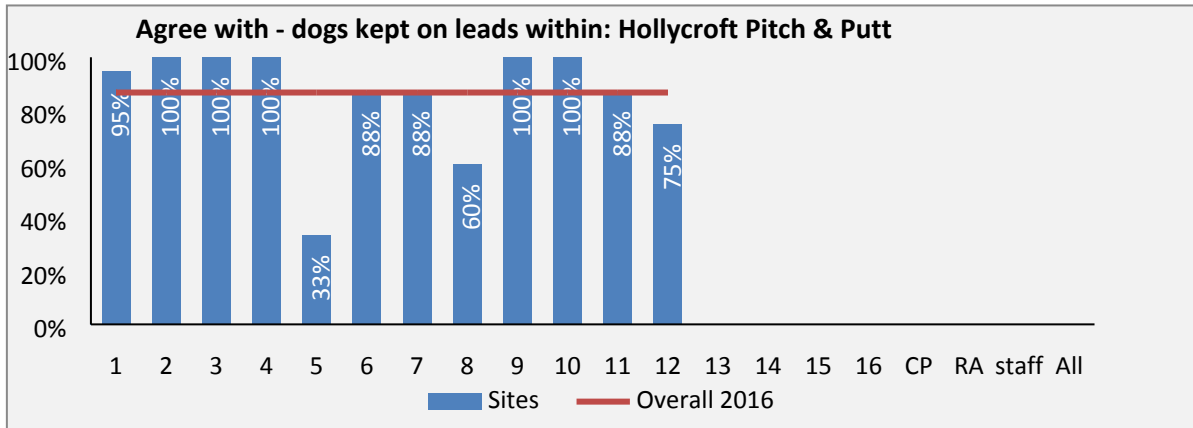
1: Argents Mead (20 responses)
2: Ashby rd Cemeterary (12 responses)
3: Clarendon Park (7 responses)
4: Granville (13 responses)
5: Hill Hole (10 responses)
6: Hollycroft (20 responses)
7: Langdale (19 responses)
8: Queens Park (5 responses)
9: Richmond Park (4 responses)
10: Rock Gardens (6 responses)
11: Swallows Green (8 responses)
12: Aston Flamville Rock Gardens (4 responses)
1 response from Wykin and 1 response from Waterside park not included in charts











Project Plan for Consultation

<p>What is the consultation for:</p> <ul style="list-style-type: none"> - Confirmation of existing policy / decision - Other (please specify) - Implementation of Order 	<p>To consult the public about whether its necessary to introduce a public space protection order to tackle dog fouling, irresponsible dog owners and the use of “Intoxicating substance”(alcohol and so called legal highs) in public</p>
<p>Responsible lead Officer.</p>	<p>Head of street Scene Services – Green Space & Dog Fouling issues</p> <p>Chief Officer for Housing, Community Safety and Partnerships relating to intoxicating substances</p>
<p>Who is to be consulted?</p> <ul style="list-style-type: none"> ▪ Eg, customers, non customers, adults, children, older people, disabled people, tenants, residents of a given area. <ul style="list-style-type: none"> ○ if children and young people have CRB checks been carried out? ▪ What specific groups of residents should be consulted? 	<p>Park users, parish councils, members, staff, kennel club, police, residents of HBBC, Friends of Hollycroft, BID members</p> <p>Park users, Parish Councils, The Kennel Club, Police</p> <p>None required</p>
<p>Which equalities monitoring form will be used?</p> <p>How will you make sure the consultation is accessible?</p> <ul style="list-style-type: none"> ▪ Eg any alternative formats, methods ▪ Checked residents listed on the preferred format list 	<p>In addition to website face to face surveys on sites will be conducted.</p>
<p>How will you consult:</p> <ul style="list-style-type: none"> ▪ What methods will you use - survey/interview/meeting/focus group/other (see methodologies and audience for guidance) 	<ul style="list-style-type: none"> • Face to face surveys on affected sites • Citizens Panel 1000 properties • HBBC Staff Survey • Friends of Hollycroft Website • Friends of Hollycroft Social Media followers 800 • BID members 1000 +

	<ul style="list-style-type: none"> members • Parish Councils • VSC database • Leicestershire Police website, Facebook and twitter .
<p>Publicity:</p> <p>How will you tell people about this consultation?</p> <ul style="list-style-type: none"> ▪ Eg Newspaper ad, press release, article in the Borough Bulletin, letters, email, meetings, posters, leaflets, website, social media <p>How will you tell people the results of this consultation?</p> <ul style="list-style-type: none"> ▪ Eg Newspaper ad, press release, article in the Borough Bulletin, letters, email, meetings, posters, leaflets, website, social media, committee report, other. 	<p>Press release Website Social media Signage on affected sites</p> <p>Press release Borough Bulletin Website Social Media Committee Report Signage on affected sites</p>
<p>What is the timetable for this consultation?:</p> <ul style="list-style-type: none"> ▪ Consultation live date ▪ collation of results ▪ report and recommendations to appropriate decision making body ▪ When will feedback be given. 	<p>8 week Consultation 15th January 2016 Data Capture, including demographics Committee report, full council May16 After council agreement</p>
<ul style="list-style-type: none"> ▪ What has been done elsewhere? ▪ Identify examples of best practice 	<p>PSPO's have been adopted nationally, best practice received from Daventry Council and Charnwood Borough Council.</p>
<ul style="list-style-type: none"> ▪ What back ground information needs to be provided to enable participants to give meaningful feedback and make informed decisions? 	<p>Legislation changes, enforcement, current issues.</p>



SCRUTINY COMMISSION – 16 JUNE 2016

FIXED PENALTY NOTICES FOR FLYTIPPING REPORT OF DEPUTY CHIEF EXECUTIVE (COMMUNITY DIRECTION)

WARDS AFFECTED: ALL

1. PURPOSE OF REPORT

- 1.1 To advise Scrutiny Commission of the introduction of The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016 which came into force on 9th May 2016. These regulations introduce new powers for local authorities to issue Fixed Penalty Notices for small scale fly tipping, providing an alternative to prosecution.

2. RECOMMENDATION

- 2.1 That Scrutiny Commission endorses the recommendation that small scale fly tips are dealt with by way of a Fixed Penalty Notice.
- 2.2 That the Fixed Penalty Notice be set at £200.00 or if paid early within 10 days the fine would be reduced to £125.00.
- 2.3 That Scrutiny Commission endorses the request to Council to delegate authority to the Lead Member for Neighbourhood Services and the Chief Officer (Environmental Health) to set the criteria for small scale fly tipping as an amendment to the Clean Neighbourhood Policy pending review by Executive later this year.
- 2.4 That Scrutiny Commission endorses the recommendation that the Chief Officer (Environmental Health) authorise suitable officers to issue Fixed Penalty Notices for fly tipping.

3. BACKGROUND TO THE REPORT

- 3.1 Under the Environmental Protection Act 1990 unauthorised deposit of waste (fly tipping) have been previously dealt with by way of prosecution which is both costly and time consuming to the Authority. Under the new amendment 33ZA, persons committing the offence of unauthorised waste disposal can be dealt with by way of a Fixed Penalty Notice. The fine amount can be set at no less than £150 and not more than £400, and if the Council adopts an early payment agreement, the fine can be no less than £120.
- 3.2 The Council currently deals with around 40 to 50 fly tips per month some of which may only be small scale waste deposits. The Council has been dealing with these small scale fly tips by use of a Littering Fixed Penalty Notice of £80.00. Within the financial year 2015/16 the Council has received payment for 15 Fixed Penalty Notices for small scale fly tips, 8 fines are already pending payment for 2016/17. We expect this increasing trend to continue
- 3.3 It is recommended that only small scale fly tips are dealt with by the Fixed Penalty Notice (to be determined by the volume of waste deposited and its hazardous nature. Offences committed by business, hazardous material, and larger deposits of waste should be dealt with by way of prosecution. A clear definition will be set out within the Clean Neighbourhood Policy on what types of deposits will warrant the use of the Fixed Penalty and which will go straight forward for prosecution. Failure to pay a Fixed Penalty Notice will result in the offender being prosecuted under the Environmental Protection Act in accordance with the Corporate Enforcement Policy.

4. FINANCIAL IMPLICATIONS (CS)

- 4.1 Amendments to fixed penalty books to include new legislation and fine amounts. Total cost £70. These costs will be met from existing Street Scene budgets.
- 4.2 It is difficult to predict the level of additional income this change will generate. However, it is anticipated that income from small scale fly tips will go from by £900 to £1875. These figures are based on offenders paying at the lower FPN amount.

5. LEGAL IMPLICATIONS (AR)

- 5.1 As set out within the body of this report Section 33 of the Environmental Protection Act 1990 has been amended with effect from the 9th May 2016.
- 5.2 This amendment is appropriate for small scale fly tipping offences. The Council will continue to be able to prosecute large-scale or repeat offences.

6. CORPORATE PLAN IMPLICATIONS

- 6.1 The introduction of the Fixed Penalty Notice for Unauthorised waste disposal will contribute to the corporate plan aims of:-
- Clean neighbourhoods
 - Protecting and improving our parks and open spaces
 - Protecting the community by creating a safer place.
 - Encourage responsible citizenship

7. CONSULTATION

- 7.1 No public consultation is required.

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
Increasing fly tipping causes unsightly and potentially dangerous accumulations and adverse publicity for HBBC	Active enforcement of tipping and publicity to promote and deter	Caroline Roffey

9. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

- 9.1 Fly tipping is a problem particularly in our rural areas affecting farmers and other land owners. Any initiative which simplifies the enforcement of environmental legislation will assist in these areas.

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
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

Background papers: None

Contact Officer: Lisa Kirby/Caroline Roffey x5971

Executive Member: Cllr Nickerson, Lead Member for Neighbourhood Services

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SCRUTINY COMMISSION – 16 JUNE 2016

SITE ALLOCATIONS AND DEVELOPMENT MANAGEMENT POLICIES DOCUMENT - ADOPTION 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

- 1.1 The purpose of the report is to seek endorsement from Scrutiny to adopt the Site Allocations and Development Management Policies document in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012.

2. RECOMMENDATION

2.1 That Scrutiny:

- (i) Note the Inspector's Report on the Examination into the Site Allocations and Development Management Policies Development Plan Document.
- (ii) Note and endorse the adoption of the Site Allocations and Development Management Policies document following the required amendments being made to the document as outlined in the Inspector's Report.
- (iii) Forward comments and recommendations on the documents to Officers for consideration before presentation to Council for final approval.

3. BACKGROUND TO THE REPORT

- 3.1 The overarching strategy for Hinckley and Bosworth Local Plan (2006 – 2026) is the adopted Core Strategy (December 2009). This sets out the spatial objectives, directions for growth, long term vision and strategic core policies for the borough and forms the basis for subsequent development plan documents. The intention to prepare the Site Allocations and Development Management Policies DPD to allocate individual sites is set out within the Core Strategy.

- 3.2 The Site Allocations and Development Management Policies DPD must be in conformity with the adopted Core Strategy. The DPD contains 25 Development Management Policies for use in day-to-day decision making on planning applications such as design guidance, conservation and protection of open spaces. It allocates land for specific uses such as housing, employment, retail, various typologies of open space, and community uses in accordance with the provisions set out within the Core Strategy and to reflect the adopted evidence. All of the evidence bases are available to view on the Borough Council's website (www.hinckley-bosworth.gov.uk).

- 3.3 The Site Allocations and Development Management Policies DPD has undergone numerous consultations during its production, most notably:

- Preferred Options Consultation - February 2009
- Pre-Submission Consultation - February 2014
- Proposed Modifications Consultation - December 2014

- 3.4 Following these consultations and subsequent amendments, the Borough Council submitted the plan and all supporting documentation to the Secretary of State for an

Examination in Public to be undertaken. The hearing sessions of the Examination took place over four days in late September and Early October 2015. Throughout these hearing sessions, it was determined that Main Modifications would be necessary in order to ensure that the document could be considered sound for adoption. These Modifications were publicised for consultation between February and March 2016 and all comments received were forwarded to the Planning Inspector for him to prepare his final report.

- 3.5 The Borough Council received the Inspector's Report in May 2016 and he determined that, subject to a number of Modifications being incorporated, the document can be considered appropriate for adoption. An extract of the Inspector's Report summarising the key points is below:

"The report concludes that the Hinckley & Bosworth B.C. Site Allocations and Development Management Policies DPD (SA&DMP) provides an appropriate basis for the planning of the Hinckley & Bosworth area during the period to 2026 providing a number of modifications are made to the SA&DMP. The Council has specifically requested that I recommend any modifications necessary to enable them to adopt the SA&DMP. All of the modifications to address this were proposed by the Council, following discussion at the Examination Hearings, and have been published for public consultation with an accompanying Sustainability Appraisal Supplementary Statement and Habitat Regulations Assessment (HRA). I have recommended the inclusion of all the modifications, after full consideration of the representations from other parties, and the recommended Main Modifications are contained at the Annex to the report.

The Main Modifications (MM) can be summarised as follows:

- *To provide updated data on the residual housing requirements to be met by site allocations within the Plan up to 2026;*
- *To provide greater clarity on the Council's approach to site identification and achieving a sustainable pattern of development across the district;*
- *To include a clear statement within the Plan regarding the Council's intention to undertake a Local Plan Review in the short-term;*
- *To strengthen the Plan's mechanisms for monitoring the implementation and delivery of its site allocation proposals, linked to the Council's Infrastructure Plan;*
- *To include a revised Infrastructure and Monitoring Framework at Appendix 1 in the Plan;*
- *To include the latest housing trajectory at Appendix 9 within the Plan;*
- *To refer in the Plan to the adoption in September 2015 of the Market Bosworth Neighbourhood Development Plan;*
- *To propose amendments to a number of the proposed Development Management policies to improve their clarity and purpose, and to conform with current Government policy;*
- *To update the position or correct inaccuracies with regard to certain proposed site allocations;*
- *To propose consequential amendments to the Policies Map and its accompanying Inset Maps."*

4. FINANCIAL IMPLICATIONS [TF]

- 4.1. The site allocations costs are funded from the Local Plan Procedure reserve (LDF). Currently the expected spend relating to Site Allocations is £114,000, which is £99,000 less than anticipated.

- 4.2 There is also a report relating to an additional project, Strategic Growth Plan, the LDF reserve could finance. The table below summaries the current position for the LDF reserve after allowing for the Site Allocation savings and costs for the Strategic Growth Plan requested in another report.

	Original £'000	Exp Spend £'000	Saving / (Costs)
Opening Balance 15/16	523.3	523.3	-
Site allocation	(224.0)	(11.7)	212.3
Local development scheme	(147.5)	(0.7)	146.8
Forecasted Transfer to reserve	165.0	165.0	-
Estimated Opening Balance 16/17	316.8	676.0	359.1
Site allocation	-	(113.3)	(113.3)
Gypsy & Traveler	-	(3.0)	(3.0)
Strategic Growth Plan	-	(44.0)	(44.0)
Local development scheme	(82.5)	(127.5)	(45.0)
Forecasted Transfer to reserve	180.0	180.0	-
Estimated Opening Balance 17/18	414.3	568.2	153.8
Site allocation	-	-	-
Local development scheme	(318.0)	(82.5)	235.5
Strategic Growth Plan	-	(21.0)	(21.0)
Forecasted Transfer to reserve	152.0	152.0	-
Estimated Opening Balance 18/19	248.3	616.7	368.3
Site allocation	-	-	-
Local development scheme	-	(268.0)	(268.0)
Forecasted Transfer to reserve	-	-	-
Estimated Opening Balance 19/20	248.3	348.7	100.3

- 4.2. The proposed alterations to the Site Allocations can be met from existing Site allocations budgets.

5. LEGAL IMPLICATIONS [MR]

- 5.1 None

6. CORPORATE PLAN IMPLICATIONS

- 6.1 The adoption of the Site Allocations and Development Management Policies document would relate and contribute to the following Strategic Aims:

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

7. CONSULTATION

- 7.1 The Site Allocations and Development Management Policies document has undergone numerous and wide ranging stages of consultation throughout its production. The Council is required by planning regulations to undertake certain levels of consultation and these have been completed. Multiple other consultations have also taken place to ensure that all interested parties have had the opportunity to get involved with the production of the document.

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
Policies used for decision making are considered to be out of date due to the age of the 2001 Local Plan	Adoption of Site Allocations and Development Management Policies Document	Nic Thomas
Maintaining a five year supply of housing	Work with the development industry to bring forward the allocated sites within the document	Nic Thomas

9. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

- 9.1 The Site Allocations and Development Management Policies document, along with the Core Strategy, Hinckley Town Centre Area Action Plan and Earl Shilton and Barwell Area Action Plan provide make up the development plan for the whole of Hinckley and Bosworth Borough.
- 9.2 The plan contains allocations and policies that relate specifically to the rural area and these will be the primary consideration of Development Management Officers and Members of Planning Committee when assessing planning applications in the future.

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
 - Procurement implications
 - Human Resources implications
 - Planning implications
 - Data Protection implications
 - Voluntary Sector

Background papers: Site Allocations and Development Management Policies document - Inspector's Report

Contact Officer: Andy Killip - 5732

Executive Member: Councillor Stan Rooney



Report to Hinckley & Bosworth Borough Council

by Derek Stebbing BA (Hons), Dip E.P., MRTPI

an Inspector appointed by the Secretary of State for Communities and Local Government

Date 17 May 2016

PLANNING AND COMPULSORY PURCHASE ACT 2004 (AS AMENDED)

SECTION 20

**REPORT ON THE EXAMINATION INTO THE
HINCKLEY & BOSWORTH SITE ALLOCATIONS AND DEVELOPMENT
MANAGEMENT POLICIES DEVELOPMENT PLAN DOCUMENT**

Document submitted for Examination on 27 March 2015

Examination hearings held 29-30 September, 1 October and 7 October, 2015

File Ref: PINS/K2420/4029/7

Abbreviations Used in this Report

AAP	Area Action Plan
CS	Adopted Core Strategy (December 2009)
DtC	Duty to Co-operate
DPD	Development Plan Document
H&BLP	Hinckley & Bosworth Local Plan (February 2001)
HRA	Habitat Regulations Assessment
LDF	Local Development Framework
LDS	Local Development Scheme
MM	Main Modification
MM	Main Modification
NPPF	National Planning Policy Framework
PPG	Planning Policy Guidance
SA	Sustainability Appraisal
SA&DMP	Site Allocations and Development Management Policies DPD
SHLAA	Strategic Housing Land Availability Assessment
SoCG	Statement of Common Ground
SCI	Statement of Community Involvement
SUE	Sustainable Urban Extension

Non-Technical Summary

The report concludes that the Hinckley & Bosworth B.C. Site Allocations and Development Management Policies DPD (SA&DMP) provides an appropriate basis for the planning of the Hinckley & Bosworth area during the period to 2026 providing a number of modifications are made to the SA&DMP. The Council has specifically requested that I recommend any modifications necessary to enable them to adopt the SA&DMP. All of the modifications to address this were proposed by the Council, following discussion at the Examination Hearings, and have been published for public consultation with an accompanying Sustainability Appraisal Supplementary Statement and Habitat Regulations Assessment (HRA). I have recommended the inclusion of all the modifications, after full consideration of the representations from other parties, and the recommended Main Modifications are contained at the Annex to the report.

The Main Modifications (MM) can be summarised as follows:

- To provide updated data on the residual housing requirements to be met by site allocations within the Plan up to 2026;
- To provide greater clarity on the Council’s approach to site identification and achieving a sustainable pattern of development across the borough;
- To include a clear statement within the Plan regarding the Council’s intention to undertake a Local Plan Review in the short-term;
- To strengthen the Plan’s mechanisms for monitoring the implementation and delivery of its site allocation proposals, linked to the Council’s Infrastructure Plan;
- To include a revised Infrastructure and Monitoring Framework at Appendix 1 in the Plan;
- To include the latest housing trajectory (as published for consultation in February 2016) at Appendix 9 within the Plan;
- To refer in the Plan to the adoption in September 2015 of the Market Bosworth Neighbourhood Development Plan;
- To propose amendments to a number of the proposed Development Management policies to improve their clarity and purpose, and to conform with current Government policy;
- To update the position or correct inaccuracies with regard to certain proposed site allocations;
- To propose consequential amendments to the Policies Map and its accompanying Inset Maps.

Introduction

1. This report contains my assessment of the Hinckley & Bosworth Site Allocations and Development Management Policies DPD (SA&DMP) in terms of Section 20(5) of the Planning & Compulsory Purchase Act 2004 (as amended). It considers first whether the Plan’s preparation has complied with the Duty to Co-operate (DtC), in recognition that there is no scope to remedy any failure in this regard. It then considers whether the SA&DMP is sound and whether it is compliant with the legal requirements. The National Planning Policy Framework (NPPF) at paragraph 182 makes clear that to be sound, a Local Plan should be positively prepared; justified; effective and consistent with national policy.
2. The starting point for the Examination is the assumption that the local authority has submitted what it considers to be a sound plan. The basis for my Examination is the Submitted Draft Plan (Ref. SD 01). Formal pre-submission (Regulation 19) consultation took place on the Draft Plan between 17 February, 2014 and 31 March, 2014. A further consultation under Regulation 19 took place between 8 December, 2014 and 30 January, 2015 on various Proposed Modifications to the Draft Plan. I have considered both sets of representations as part of this Examination, alongside the Council’s responses, proposed amendments to the Plan and formal statements submitted by those parties invited to the Examination hearings.
3. My report deals with the Main Modifications that are needed to make the Plan sound and legally compliant and they are identified in bold in the report (**MM**). In accordance with section 20(7C) of the 2004 Act, the Council requested that I should make any modifications needed to rectify matters that make the SA&DMP unsound/not legally compliant and thus incapable of being adopted. These recommended Main Modifications are set out in the Annex to this report.
4. The Main Modifications that are necessary for soundness all relate to matters that were discussed at the Examination hearings. Following these discussions, the Council prepared a schedule of proposed Main Modifications and carried out Sustainability Appraisal, and this schedule has been subject to public consultation for six weeks between 5 February, 2016 and 18 March, 2016. I have taken account of the representations received in response to that consultation in coming to my conclusions in this report, and in this light I have made some minor amendments to the wording of the Main Modifications where these are necessary for consistency or clarity. None of these amendments significantly alters the content of the modifications as published for consultation or undermines the participatory processes and Sustainability Appraisal that has been undertaken. The Council also prepared a schedule of Additional Modifications, which was published alongside the formal consultation on the proposed Main Modifications. These Additional Modifications are all of a minor nature, correcting typographical errors, nomenclature and the like, and do not form any part of this report.

Assessment of Duty to Co-operate

5. Section s20(5)(c) of the 2004 Act requires that I consider whether the Council complied with any duty imposed on them by section 33A of the 2004 Act in relation to the Plan’s preparation.
6. The Council’s Duty to Co-operate Statement (Ref. SD11) demonstrates that there has been a long history of authorities in Leicestershire and Warwickshire collaborating on strategic spatial planning and cross boundary issues. In the case of Hinckley & Bosworth, it adjoins districts in Warwickshire and I have seen evidence of ongoing co-operation between the authorities on cross boundary issues, notably regarding highways infrastructure such as the A5 Trunk Road through the A5 Strategy Partnership.
7. The spatial strategy for Hinckley & Bosworth, which is set out in Chapter 4 of the adopted Core Strategy (CS), with accompanying Policies 1-24, sets out the broad framework around which the spatial development strategy for Hinckley & Bosworth borough will be taken forward. Crucially, it establishes the settlement hierarchy for the borough with Hinckley being identified as a sub-regional centre, sustainable urban extensions being proposed at Barwell and Earl Shilton, with limited housing and employment growth being proposed at Burbage. Area Action Plans have been prepared and adopted for Hinckley Town Centre (March 2011) and Barwell and Earl Shilton (September 2014). Settlements in the rural areas are categorised as Key Rural Centres including those relating to Leicester, Rural Villages and Rural Hamlets, with more limited growth related to the needs and functions of those settlements.
8. In my assessment, the Council has taken forward the collaborative work that underpinned the CS and subsequent AAPs, with a substantial accompanying evidence base, through to the preparation of the SA&DMP. That collaboration has clearly extended beyond the statutory requirements of the DtC to now include partnerships with many other bodies and stakeholders, with a strong emphasis on implementing the major strategic elements of the CS.
9. It is vital, in my view, that this ongoing consultative and collaborative work continues through the Plan period for the CS, the AAPs and the SA&DMP, if the Council’s vision is to be implemented successfully. To that end, I consider under the third main issue (Effective Implementation and Monitoring) how the SA&DMP can be strengthened in order to ensure that there is greater clarity on the future roles and responsibilities of the various partners and bodies involved in the delivery of new homes, economic growth and infrastructure across the borough.
10. There is clear evidence that the Council has undertaken effective and positive engagement during the preparation of the SA&DMP, and this was confirmed during the Hearings. I am satisfied that the level of co-operation that has taken place has been substantial and wide-ranging. This co-operation has demonstrably continued throughout the preparation of the Hinckley & Bosworth Local Plan (formerly LDF), of which the SA&DMP is part, and I also consider that the Council has taken full regard of strategic cross-boundary issues that affect the Hinckley & Bosworth borough.

11. Consequently, I conclude that the statutory Duty to Co-operate has been fulfilled.

Assessment of Soundness

Preamble

12. The SA&DMP has been prepared in the context of the adopted CS. The focus of the CS is to make Hinckley town centre a vibrant sub-regional centre, with the local urban centres of Earl Shilton, Barwell and Burbage providing local services for their communities. The Hinckley Town Centre AAP provides the detailed planning framework for the development and enhancement of Hinckley’s role as a sub-regional centre, including proposals for new housing, employment, retail and transportation developments.
13. The Spatial Strategy contained in the CS sets out the distribution of housing across the borough, seeking to direct development to the most sustainable locations. It seeks to achieve the development of 9,000 new dwellings between 2006 and 2026, of which the CS sought to make provision for 5,046 new dwellings, this being the number of dwellings which were not commitments within the existing supply. To meet this requirement, the CS proposes that major allocations of land be made for 1,120 dwellings at Hinckley, 2,000 dwellings for the SUE at Earl Shilton and 2,500 dwellings for the SUE at Barwell. Appendix 2 of the CS contains the Housing Trajectory (as at the time of the adoption of the CS) for the period 2006-2026 which shows a planned provision of 9,667 dwellings across the borough during that period.
14. The Earl Shilton and Barwell AAP provides the development framework for the extension of those settlements, with Sustainable Urban Extensions (SUEs) planned to the south east of Earl Shilton and to the west of Barwell. The AAP contains proposals for a minimum of 1,600 new dwellings to be provided at Earl Shilton and 2,500 new dwellings to be provided at Barwell, together with employment land allocations and the provision of new community and transportation infrastructure.
15. The 1,600 dwellings to be provided at Earl Shilton represents a reduction of 400 dwellings from the CS target of 2,000 dwellings. The AAP Inspector stated that “I conclude that the reduction in provision in Earl Shilton is unlikely to result in a serious shortfall in housing provision in the Borough as a whole. Any remedy for a shortfall would also need to be considered Borough-wide either through the forthcoming Site Allocations DPD or in a new comprehensive Local Plan” (Document ref. LP07, para. 17).
16. Excluding the Earl Shilton and Barwell SUEs, the proposed housing distribution set out in the CS for settlements elsewhere in the borough totalled 2,300 dwellings, of which the largest allocation was proposed for Hinckley (1,120 dwellings). The SA&DMP therefore addresses this requirement, and Table 3 in the Plan calculates that the residual requirement (as at September 2014) was 1,020 dwellings, to be met by allocations in the Plan. The Plan states, at paragraph 3.14, that the planned over-provision of 667 dwellings in the CS has enabled the Council “to absorb the shortfall of 400 dwellings” at Earl Shilton. I further consider this matter below.

17. Taking account of all the representations, written evidence and the discussions that took place at the Examination Hearing Sessions I identify four main issues upon which the soundness of the SA&DMP depends.

Issue 1 – Has the Plan been ‘positively prepared’?

18. Paragraph 182 of the NPPF requires plans to be positively prepared, i.e. *‘based on a strategy which seeks to meet objectively assessed development and infrastructure requirements, including unmet requirements from neighbouring authorities where it is reasonable to do so’*. The evidence base documents for both the CS and the SA&DMP demonstrate that needs and infrastructure requirements have been adequately assessed, often by independent consultants. The Council’s Local Plan is underpinned by a very substantial evidence base, and I am satisfied that the Council has sought to support its development proposals with a comprehensive understanding of the socio-economic, environmental and infrastructure issues associated with the borough’s growth through to 2026.
19. It is evident that the Council has sought to respond positively both to the comments received from the public and stakeholders during the earlier stages of the preparation of the SA&DMP and to the representations received to the Submission Plan. This process has continued throughout the Examination, culminating in the schedule of Main Modifications, such that a good number of representations have been addressed. In particular, the Statement of Common Ground (SoCG) that was concluded during the Examination has greatly assisted the process of identifying proposed Main Modifications on matters of concern to Historic England, which were matters affecting the soundness of the Plan.
20. The SA&DMP has been prepared in the context of the adopted CS, which contains a positive and ambitious strategy for the development and growth of Hinckley & Bosworth borough. Together with the adopted AAPs, the SA&DMP represents a key development plan document for the successful implementation and delivery of the CS vision and strategy for the borough through to 2026.
21. In order to test the soundness of the Plan as being justified, effective and consistent, my focus throughout the Examination has been to test the deliverability of the proposed policies in two ways – firstly, in the broader context of national policy and the CS spatial strategy, and secondly, in the more detailed context of whether the SA&DMP contains sufficiently clear guidance and policy requirements for the successful implementation and delivery of the proposed allocations.
22. Having considered the requirements of national policy, notably the requirements set out in the NPPF, and the strategic policies of the CS, my overall conclusion on these two principal contextual points is that the SA&DMP has been positively prepared and does conform with national policy and the CS in addressing the requirements for housing and employment growth across the borough. However, I do consider that the proposed implementation and delivery of a number of the site allocation proposals does require greater clarity. This is a matter that can be addressed through

proposed Main Modifications.

23. I have taken into account all the representations that were made to the submission Plan, and through evidence at the Hearings, seeking to challenge elements of the Council’s approach to the preparation of the SA&DMP. It is clear that the Council is now proactively seeking to implement the major elements of its spatial planning strategy, of which the SA&DMP is an integral part alongside the adopted AAPs. Essentially, the AAPs and the SA&DMP are the delivery plans for the CS, and it is important that the last component of that strategy, namely the SA&DMP, is put in place as soon as possible to ensure that planned development can take place across the borough up to 2026 with the necessary confidence for all parties.
24. I have given careful consideration to all the representations seeking to challenge the Council’s overall strategy, particularly with regard to housing targets and the need, as some parties suggest, for the Council to undertake an immediate review of its borough-wide housing target. This is not the central purpose of this Examination. The SA&DMP is a combined Allocations and Development Management Policies DPD prepared first and foremost to implement major parts of the Council’s spatial strategy which was approved and adopted in December 2009 in the CS. It is not a plan which seeks to establish a new strategy, nor review elements of the adopted strategy.
25. I do not see a case to review or revisit the strategies within the CS as part of this Examination. Indeed, I consider from all the evidence submitted, together with my site visits and general assessment of the development proposals currently being progressed across the borough, that the Council is making good headway towards achieving the major components of its growth strategy. Although the CS was adopted in 2009, and pre-dates the publication of the NPPF, I am satisfied from the evidence presented by all parties to the Examination that its strategic approach to meeting the development requirements of the borough remains sound, and that there is demonstrable impetus towards achieving its key growth proposals, for example by the recent trends in housing delivery. The SA&DMP is an integral element of the Council’s approach to implementing its strategic proposals.
26. However, I do consider that the SA&DMP should contain a clearer and more explicit statement regarding the Council’s intentions and progress for the delivery of its Green Infrastructure network, which is a major component of the Council’s spatial strategy. The Council recognise this, and have proposed additional text in the Plan to provide this information. This is addressed by recommended Main Modification **MM3**.
27. The SA&DMP does not contain site allocations to meet the needs of Gypsies and Travellers. I have sought clarification from the Council regarding the provision of such sites, bearing in mind that initial consultation versions of the Plan included the stated need to meet Gypsy and Traveller requirements. It is now the Council’s intention to prepare a separate Gypsy and Traveller DPD to reflect the latest assessments of need and to conform with Government policy. This DPD is part of the Local Plan timetable, as set out in the Council’s latest LDS, with publication scheduled for late-2016. I reluctantly accept this position, and am satisfied that the Council does intend to make full provision for the needs of Gypsies and Travellers in accordance

with latest Government policy and a Gypsy and Traveller Accommodation Assessment commissioned in 2015. I also note that, as at the date of the Hearings, the Council had granted planning permission for 30 Gypsy and Traveller pitches, 8 transit pitches and 7 Travelling Showpeople plots since 2009 through the application of CS Policy 18, and that this has met a substantial part of the identified borough-wide need, at least up to 2017.

28. It is already apparent to the Council that a full review of its Local Plan will be necessary in the short term, and I was assured that work on a new Local Plan will commence in 2016. The review of the Local Plan is identified in the Council’s latest Local Development Scheme (LDS) document. In my view, it is more important at this time to ensure that the full suite of current Local Plan documents for the period 2006-2026 is put in place in order that the earlier Hinckley & Bosworth Local Plan (2001), together with its various saved policies and policy notations, can be fully superseded. This Plan will bring forward a range of development sites and provide up to date development management policies for the period prior to a full review of the Local Plan.
29. My conclusion on this first main issue is that the SA&DMP has been positively prepared and meets the tests of soundness in that regard. However, I also consider that the Plan should contain a clearer position statement about the Council’s intention to undertake a Local Plan Review, and recommended Main Modification **MM4** addresses that point.

Issue 2 – Are the Plan’s proposed Site Allocations justified, effective and consistent with national policy?

30. In my assessment, this is the principal issue concerning the soundness of the Plan. It is important that the Plan identifies a supply of specific, developable sites to provide five years worth of housing, with an appropriate buffer allowance, and to provide a range of employment sites to meet the development needs of businesses.
31. To that end, I have given careful consideration to each of the Plan’s proposed housing and employment site allocations in the context of an assessment of the Council’s latest Housing Trajectory and the trends over the past and projected future take-up of employment land, to ensure that these fundamental requirements of Government policy are met. Furthermore, I have sought to test those factors against the infrastructure requirements identified as being necessary to achieve the successful and timely delivery of new housing and employment proposals. In my view, this is necessary to provide a sound and realistic basis for the Council and the development industry to judge development proposals with the necessary confidence.
32. Clearly, with the passage of time, the residual housing requirement to be met by the SA&DMP has been reduced from the broad requirements set out in the adopted CS (c.f. paragraph 16 above), as certain sites have been granted planning permission during the intervening years. I consider that the Plan should reflect the latest position as far as possible, and recommended Main Modification **MM1** replaces Table 3 within the Plan with updated data. Taking into account planning permissions granted and housing completions since 2006, this updated position shows that the residual housing requirement is

976 dwellings (as at September 2015). I conclude that the Plan contains sufficient allocations of developable sites to meet that requirement. With reference to the latest Housing Trajectory as published for consultation in February 2016, I am also satisfied that the Plan (together with the Council’s AAPs) does provide sufficient sites in order to maintain five years worth of housing throughout the remainder of the Plan period.

33. From my assessment of the relevant evidence base documents, including the SHLAA and the Urban and Rural Areas Justifications Papers, I am satisfied that the Council’s approach towards the identification of proposed allocations of land particularly for housing and employment uses has been based upon sound criteria for their selection, supported by an ongoing Sustainability Appraisal process. Nevertheless, the Plan itself does not describe this approach fully. I consider that this is an issue that affects the soundness of the Plan, and that it should be more explicit about the approach that has been followed. I therefore recommend Main Modification **MM2** in order to describe the process of site identification leading to allocations within the Plan.

Site Allocations

34. The Plan sets out proposed Site Allocations for the urban areas of Hinckley and Burbage, the Key Rural Centres relating to Leicester (Desford, Groby, Ratby and Markfield), the other Key Rural Centres (Barlestone, Market Bosworth, Newbold Verdon, Stoke Golding, Bagworth and Thornton), the Rural Villages and the Rural Hamlets. The Plan includes allocations of land for major land uses including housing, retail development, employment, open space, community facilities and cultural and tourism facilities. These proposed allocations are shown on the Policies Map and its Inset Maps for each settlement. In defining these site allocations, and accompanying policy designations, the Plan is consistent with the spatial approach set out in the CS, notably in Policies 1, 4 and 6-12.
35. I have considered all of the proposed Site Allocations, but have focused upon the housing and employment allocations, as these are, in my judgement, more critical elements of the Council’s growth strategy. Nevertheless, I have also sought to ensure that other site allocations, including the various open space and green wedge designations, all conform with the spatial approach set out in the CS.
36. In my assessment, it is the balance between the need for sufficient flexibility within the Plan’s proposed housing and employment allocations and the capability to deliver those proposals that is the ultimate determinant of whether the Plan will be successful in meeting the Council’s objectives. Some representations state that there are insufficient land allocations within the Plan (taking into account the major proposals contained in other adopted Plans such as the Sustainable Urban Extensions at Barwell and Earl Shilton) to maintain housing delivery to the required levels across the Plan period. It was asserted that this is demonstrated by under-delivery of new housing in the borough at various times between 2006 and 2015, such that there is a cumulative shortfall in housing delivery by the date of this Examination. In testing this evidence, I asked the Council to prepare an updated housing trajectory for the purposes of this Examination. This revised and updated

information has enabled me to reach two broad conclusions regarding the proposed housing allocations.

37. Firstly, the detailed description and phasing for a number of the proposed allocations contained in the submission Plan are either no longer correct or are insufficient to provide the necessary certainty for the satisfactory development of the sites concerned. I have considered whether, in combination, those shortcomings amount to a matter that affects the fundamental soundness of the Plan. I conclude, however, that they do not, but that a series of proposed Main Modifications are necessary to ensure that the proposed allocations can be taken forward through the development management process with greater clarity for those parties concerned, including the Council. Such modifications are also necessary to address a number of detailed points made in representations. Most importantly, I consider that the Plan should contain the latest housing trajectory, including all the site allocations proposed in this Plan, in order to establish a key element of a stronger Monitoring Framework (see also paragraph 61 below) for the purposes of monitoring housing delivery during the remainder of the Plan period. This is addressed by recommended Main Modification **MM29**, which will include the latest housing trajectory (as published for consultation in February 2016) as new Appendix 9 in the Plan.
38. Secondly, I have focused particular attention on whether the proposed housing allocations in total provide sufficient flexibility for the objectives of the CS to be achieved, and to maintain the necessary five year housing land supply. In its calculations of five year housing land supply, the Council has applied the Sedgfield method with an additional 5% buffer. As at April 2015, the Council calculated that its five year housing land supply for the district was 5.69 years.
39. There was significant debate during the Hearings regarding the Council’s approach, and whether its application of a 5% buffer was correct. I am clear from all the evidence submitted by the parties that the principal factor determining the timely delivery of new housing on a borough-wide basis is the continuing progress with the Barwell and Earl Shilton SUEs, rather than any over-riding need to consider additional housing allocations in this Plan.
40. I have sought to make a realistic judgement of this situation, taking note of the progress with regard to the SUEs that was described by the Council and the developers concerned. Although the submission of planning applications for the SUEs, and the grant of planning permissions, has been delayed beyond the timescales originally envisaged in the Earl Shilton and Barwell AAP, I am satisfied that the planning process is now sufficiently well advanced in respect of both SUEs such that the Council’s latest housing delivery projections for these two fundamental schemes are robust. In many respects the housing allocations contained in the SA&DMP are intended and required in my view primarily to provide additional choice and flexibility for the district’s housing market, whilst achieving sustainable patterns of development within the settlements concerned. It is my conclusion, from an assessment of all the evidence presented by the parties at the Hearings, and from the updated data regarding housing delivery, that the application of a 5% buffer by the Council in the calculations of five year housing land supply is appropriate.

41. Since the adoption of the CS in 2009, there have been delays to the implementation of some planned housing and commercial schemes across the borough, in many cases due to factors beyond the Council’s control. This has placed the Council’s strategy particularly for housing delivery at risk from speculative proposals for development on unallocated sites. However, bearing in mind that the Council states that it intends to undertake a full review of its Local Plan in the short-term, and also that I consider that a five year housing land supply can be maintained for the remainder of the Plan period, I do not consider that it is either necessary or appropriate to make any further new allocations of land through this Plan. The correct vehicle for assessing the suitability of potential sites will be through a full Local Plan Review when there can be full consultation with local communities and stakeholders.
42. Nevertheless, this Review will need to be progressed expeditiously, not least because of the need to take account of the emerging evidence on objectively assessed housing need about which, I note, there is significant current disagreement between some of the parties represented at the Hearings. My conclusion is that, bearing in mind that the emerging evidence for strategic growth in Leicester and Leicestershire for the period beyond 2026 is not yet fully in place, it is not the role of this Examination to consider partial aspects of a Local Plan Review without a consequential delay, probably of several months’ duration, to this Examination.
43. I now consider in more detail the proposed Site Allocations in order to address matters described in paragraph 37 above.
44. Site Allocation HIN02 : Land West of Hinckley, Normandy Way – this is the largest single housing allocation in the Plan, and its deliverability is critical to meeting a substantial part of the residual housing requirement to be met by the Plan. However, following representations made by the landowners, I consider that the boundary of this allocation should be extended to include the parcel of land immediately to the south-east of the current proposed allocation. This will increase the potential housing capacity of the site and release land that would otherwise be very difficult to develop. This is addressed by recommended Main Modification MM5, together with a proposed amendment to the Policies Map shown at Appendix 1 to the Annex accompanying this report. Policy SA2, which is intended to guide development at this site, should contain an explicit reference for the need to provide an appropriate traffic mitigation strategy in order to reduce the impact of traffic from this new development on Wykin Lane leading to the nearby village of Wykin. This is addressed by recommended Main Modification MM6. With these amendments, I consider that the deliverability of this important site can be achieved in accordance with the Council’s housing trajectory.
45. Site Allocation HIN13 : Essentia House, 56 Upper Bond Street, Hinckley – this proposed residential allocation (for 23 dwellings) should be removed, as the site is currently in employment use and is expected to remain in such use throughout the Plan period. (Allocation HIN13 therefore becomes an employment allocation). This is addressed by recommended Main Modification MM7, together with a proposed amendment to the Policies Map shown at Appendix 2 to the Annex accompanying this report.

46. Site Allocation HIN148 : Land at Dennis House, Hawley Road, Hinckley – this proposed residential allocation (for 56 dwellings) should be removed (and the land included as part of employment allocation HIN129), as the site is currently in employment use and is expected to remain in such use throughout the Plan period. This is addressed by recommended Main Modification **MM8**, together with a proposed amendment to the Policies Map shown at Appendix 3 to the Annex accompanying this report.
47. Market Bosworth : General – the section of the Plan dealing with Market Bosworth (at paragraphs 7.11-7.20) needs to be updated to make appropriate reference to the adoption by the Council (in September 2015) of the Market Bosworth Neighbourhood Plan as part of the development plan for the designated Neighbourhood area. This also needs to refer to the fact that the development management policies contained in the Neighbourhood Plan will also be used in the assessment of planning proposals in that area, alongside those within the SA&DMP. This is addressed by recommended Main Modification **MM9**.
48. Site Allocation MKBOS02 : Land South of Station Road, Market Bosworth – the projected housing capacity of this site should be increased from 43 dwellings to 100 dwellings, in accordance with the evidence considered during the Examination, and this is addressed by recommended Main Modification **MM10**. There is also a need to amend Policy SA5, which is intended to guide development at this site, and this is addressed by recommended Main Modification **MM11**.
49. Site Allocation NEW04 : Land adjacent to 50 Brascote Lane, Newbold Verdon – this proposed allocation for four dwellings should be removed from the Plan, following evidence considered at the Examination, including information supplied by the landowner, and this is addressed by recommended Main Modification **MM12** together with a proposed amendment to the Policies Map shown on Appendix 4 to the Annex accompanying this report.
50. Site Allocation NEW26 : Brascote Lane Green Space – this proposed Open Space allocation should be removed from the Plan, following evidence considered at the Examination, including information supplied by the landowner confirming that the site will remain in operational minerals use, and this is addressed by recommended Main Modification **MM13** together with a proposed amendment to the Policies Map shown on Appendix 5 to the Annex accompanying this report.
51. My conclusion on this second main issue is that, with the recommended Main Modifications described in the preceding paragraphs, the Plan does contain sufficient site allocations and guidance to ensure the deliverability of its proposals for development across the borough during the remainder of the Plan period up to 2026. I am satisfied that the proposed housing site allocations contained in the Plan will meet the residual housing requirement as set out in revised Table 3. In reaching this conclusion, I have considered all of the suggested alternative housing sites, with supporting evidence, that were put before the Examination as proposed additional site allocations, but in my assessment none of these comply in full with the site identification and sustainability criteria established by the strategy and policies in the CS, and that some would be in direct conflict with the strategic policies in the CS.

However, for clarity, I do consider that the Plan should contain a more explicit statement regarding the Council’s approach towards seeking a sustainable pattern of development across the borough. I therefore recommend Main Modification **MM14**, to explain the proposed distribution of development in accordance with the settlement hierarchy that is set out in paragraph 12.3 of the Plan.

Issue 3 – Does the Plan contain adequate mechanisms for effective Implementation and Monitoring?

52. The NPPF (at paragraph 182) states that a plan should be deliverable over its period, and based on effective joint working on cross-boundary strategic priorities. I have given careful consideration to the Plan’s content for monitoring the implementation of its various proposals and allocations. This is largely set out in Appendix 1 (Monitoring Framework) which sets out the Monitoring Framework for the SA&DMP policies and allocations in the context of CS objectives.
53. In my assessment, the Monitoring Framework is insufficiently robust to be able to provide an effective mechanism for monitoring the successful implementation of planning strategies. This is essential in my view, not only in the context of the CS and the SA&DMP, but also at a time when the main impetus of current Government policy is to boost housing and employment growth.
54. Of particular concern was the absence of any clear linkage between the SA&DMP and the Council’s Infrastructure Plan, which was prepared to support the growth of the borough up to 2026. Many of the housing and employment land allocations will require, and are dependent upon, the timely provision of supporting infrastructure to ensure that proposals can be implemented satisfactorily and in a sustainable way. Some infrastructure will be the responsibility of developers themselves and will be secured through planning obligations, but other strategic infrastructure is the responsibility of other bodies, and if not provided in accordance with agreed programmes and timescales could lead to delays in the implementation of proposals within the CS and SA&DMP.
55. In my judgement, the weaknesses in the Monitoring Framework are matters affecting the soundness of the Plan as a whole. I note that the Council is preparing an Infrastructure Planning and Developer Contributions SPD to replace the Infrastructure Plan. However, this SPD is not yet published, and this reinforces the need in my view to ensure that the monitoring mechanisms in the SA&DMP are strengthened to enable landowners and developers to be able to proceed with confidence towards the delivery of new development schemes.
56. I invited the Council to prepare a revised Infrastructure and Monitoring Framework addressing the points that I have mentioned above. I also invited the Council to update its housing trajectory, which should be included in the Plan alongside the Infrastructure and Monitoring Framework. These will form a revised Appendix 1 and new Appendix 9 to the Plan respectively. Recommended Main Modification **MM28** and the accompanying Infrastructure and Monitoring Framework address the requirement for an enhanced

Monitoring Framework. Recommended Main Modification **MM29** addresses the requirement for the inclusion of the most up to date housing trajectory within the Plan.

57. With these modifications, I conclude that the SA&DMP now contains implementation and monitoring mechanisms which will be more comprehensive and robust than those set out in the submission draft, and will assist the Council not only in its annual monitoring requirements but also in assessing the effectiveness of its site allocations and development management policies. It will also assist in informing the forthcoming review of the Local Plan.

Issue 4 – Are the proposed Development Management Policies justified, effective and consistent with national policy?

58. The proposed development management policies will replace a substantial number of “saved” policies within the Hinckley & Bosworth Local Plan (2001), and it is clearly important to replace these outdated policies, which pre-date the publication of the NPPF and PPG, as soon as possible.
59. I have considered the proposed policies in the light of current Government policy and also to ensure that they are in conformity with the CS. The Council have sought to address the NPPF’s presumption in favour of sustainable development by including a policy (Policy DM1) within the SA&DMP. I am satisfied that this policy conforms with the NPPF in that respect.
60. However, prior to the Hearings, I raised a number of issues with the Council concerning the content and wording of certain other proposed policies in the light of the publication of recent Government policy, and also matters relating to representations submitted by Historic England and InSpire.
61. A number of the policies do require amendment in order to be effective, to provide improved clarity in relation to the intended purpose of the policy concerned and to be consistent with Government policy. I set out below those matters of concern.

Development Management Policies

62. Policy DM2 : Delivering Renewable Energy and Low Carbon Development – as drafted, this policy and its accompanying text does not conform with Government policy. Accordingly, a Main Modification (**MM15**) is necessary to ensure consistency with current Government policy, and this modification is set out in Appendix 6 of the Annex accompanying this report.
63. Policy DM4 : Safeguarding the Countryside and Settlement Separation – the policy and its supporting text as drafted fails to provide sufficient clarity on the relevant constraints to achieving sustainable development within the countryside, as set out in Government policy, or the relevant local landscape considerations which need to be addressed in the assessment of development proposals. The Council has proposed revisions to the text of the policy and supporting text, which I am satisfied does provide the necessary clarity for the implementation of the policy. This is set out in recommended Main

Modification **MM16**, together with Appendix 7 of the Annex accompanying this report.

64. Policy DM9 : Safeguarding Natural and Semi-Natural Open Spaces – This policy also requires revision, consequential to the amendments recommended above for Policy DM4, in order to provide greater clarity for implementation as it applies to the National Forest and Green Wedge designations. The amendments proposed to this policy are set out in recommended Main Modification **MM17**.
65. Policy DM10 : Development and Design – this policy is excessively long, containing 13 criteria for the determination of development proposals. In order to ensure that this policy is effective when making planning decisions, it needs to be amended to remove superfluous text and to provide much greater clarity. The Council have proposed significant amendments to the text, which I now consider to be acceptable. This is set out in recommended Main Modification **MM18**, together with Appendix 8 of the Annex accompanying this report.
66. Policy DM11 : Protecting and Enhancing the Historic Environment – the supporting text to this policy needs to be revised in order to provide greater clarity on the Council’s approach towards the protection and enhancement of heritage assets. Following the SoCG with Historic England, the Council has proposed additional text to address this matter, which I consider to be acceptable, and this is set out in recommended Main Modification **MM19**.
67. Policy DM12 : Heritage Assets – This is a lengthy policy, addressing development proposals affecting a range of heritage assets, including Listed Buildings, Conservation Areas and historic landscapes such as the Bosworth Battlefield. I have considered whether it is possible to reduce the length of this policy, but my conclusion is that the preferable approach is to improve the clarity of the policy, particularly as it applies to Conservation Areas. The Council has proposed amendments to the text of the policy, together with revisions to the supporting text, which I consider to be acceptable. These revisions are set out in recommended Main Modification **MM20**, together with Appendix 9 of the Annex accompanying this report.
68. Policy DM14 : Replacement Dwellings in the Rural Area – this policy is negatively worded, particularly in the context of current Government policy. The Council has proposed an amendment to the text of the policy in order to address this issue, which I consider to be acceptable. This is set out in recommended Main Modification **MM21**.
69. Policy DM15 : Redundant Rural Buildings – Criterion b) of this policy requires amendment to stipulate that a redundant building is capable of conversion without significant rebuild or alteration. This is addressed by recommended Main Modification **MM22**.
70. Policy DM17 : Highways Design – this policy provides no clear guidance for the satisfactory design and implementation of highways and transportation proposals in relation to development schemes across the borough. The Council has proposed significant revisions to the policy and text including a revised title to the policy, which I consider to be acceptable, and these

revisions are set out in recommended Main Modification **MM23**, together with Appendix 10 of the Annex accompanying this report.

71. Policy DM18 : Vehicle Parking Standards – Amendments are required to this policy and its supporting text in order to provide greater clarity on car parking requirements for proposed developments in Hinckley Town Centre. This is addressed by recommended Main Modification **MM24**.
72. Policy DM22 : Vitalising District, Local and Neighbourhood Centres – An amendment to this policy is required in order to make it clear that a change of use or loss of an A2 retail use in a Local Centre is within the scope of this policy. This is addressed by recommended Main Modification **MM25**.
73. Policy DM24 : Preserving the Borough’s Cultural and Tourism Facilities – this policy as drafted does not address the development of new cultural and tourism facilities across the borough. The Council has acknowledged this point and propose revisions to the policy including a revised title to the policy, which I consider to be acceptable. This is addressed by recommended Main Modification **MM26**.
74. Policy DM25 : Safeguarding Community Facilities – this policy as drafted provides no guidance for the development of new community facilities across the borough. The Council has acknowledged this point and propose revisions to the policy including a revised title to the policy, which I consider to be acceptable. This is addressed by recommended Main Modification **MM27**.
75. With the recommended Main Modifications set out in the preceding paragraphs, I conclude that the proposed suite of Development Management policies meet the tests of soundness as being justified, effective and consistent with national policy, and provide an appropriate basis for the assessment of development proposals across the borough up to 2026.

Hinckley & Bosworth Local Plan Policies Map

The recommended Main Modifications, together with the need to correct some minor cartographical errors, will necessitate some amendments to the Hinckley & Bosworth Local Plan Policies Map, in accordance with Regulation 22 of the Town and Country Planning Regulations (Local Planning) (England) 2012. These are described within the text of the modifications, and the geographic illustration of these amendments to the Policies Map is shown on accompanying Appendices to the recommended Main Modifications.

Assessment of Legal Compliance

76. My Examination of the compliance of the SA&DMP with the legal requirements is summarised in the table below. I conclude that the SA&DMP meets them all.

LEGAL REQUIREMENTS	
Local Development Scheme (LDS)	The SA&DMP is identified within the approved Hinckley & Bosworth LDS (February 2015), and the Plan has been prepared in accordance with the listing and description in the LDS.
Statement of Community Involvement (SCI) and relevant regulations	The Hinckley & Bosworth SCI was adopted in September 2014 and consultation has been compliant with the requirements therein, including the consultation on the proposed Main Modification changes (MM).
Sustainability Appraisal (SA)	SA has been carried out appropriately at each stage of the Plan’s preparation and is adequate, including a Supplementary SA to accompany the proposed Main Modifications.
Appropriate Assessment (AA)	The Habitats Regulations AA Screening Assessment (February 2014) (Document ref. EB14) sets out why AA is not necessary.
National Policy	The SA&DMP complies with national policy except where indicated and modifications are recommended.
Public Sector Equality Duty (PSED)	A Diversity Impact Assessment has been prepared, and the SA&DMP complies with the Duty.
2004 Act (as amended) and 2012 Regulations.	The SA&DMP complies with the Act and the Regulations.

Overall Conclusion and Recommendation

77. The Hinckley & Bosworth Site Allocations and Development Management Policies DPD has a number of deficiencies in relation to soundness for the reasons set out above which mean that I recommend non-adoption of it as submitted, in accordance with Section 20(7A) of the Act. These deficiencies have been explored in the main issues set out above.
78. The Council has requested that I recommend Main Modifications to make the Hinckley & Bosworth Site Allocations and Development Management Policies DPD sound and/or legally compliant and capable of adoption. I conclude that with the recommended Main Modifications set out in the Annex to this report the Hinckley & Bosworth Site Allocations and Development Management Policies DPD satisfies the requirements of Section 20(5) of the 2004 Act and meets the criteria for soundness in the National Planning Policy Framework.

Derek Stebbing

Inspector

This report is accompanied by the Annex containing the recommended Main Modifications

SCRUTINY COMMISSION - 16 JUNE 2016

STRATEGIC GROWTH STATEMENT AND STRATEGIC GROWTH PLAN BUDGET 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

- 1.1 The purpose of the report is to seek endorsement from Scrutiny to consult on the Strategic Growth Statement that has been prepared by the Strategic Planning Manager for Leicester and Leicestershire. The report also seeks endorsement to the costs associated with the production of the Leicester and Leicestershire Strategic Growth Plan.

2. RECOMMENDATION

2.1 That Scrutiny:

- (i) Note and endorse the Strategic Growth Statement for Leicester and Leicestershire for consultation starting in July 2016.
- (ii) Note and endorse the costs related to the production of the Leicester and Leicestershire Strategic Growth Plan.
- (iii) Forward comments and recommendations on the documents to Officers for consideration before presentation to Council for final approval.

3. BACKGROUND TO THE REPORT

- 3.1 The nine local authorities in Leicester and Leicestershire and the Local Enterprise Partnership are producing a Strategic Growth Plan that will respond positively to the 'Duty to Cooperate' which was introduced by the Localism Act 2011. The authorities intend to prepare a non-statutory Strategic Growth Plan which will:

- be clear about the opportunities and challenges that are faced in the County;
- provide an agreed scale and direction for future growth, reflecting the evidence available and the will of the partner authorities;
- create a single consistent strategic framework for Local Plans, economic investment plans, transport and other infrastructure plans;
- ensure that Leicester & Leicestershire is positively positioned to take advantage of private sector inward investment opportunities and national programmes for investment;
- provide the right conditions for the growth of indigenous businesses; and, at the same time,
- protect our natural resources, our environment and historic assets.

- 3.2 The preparation of the Strategic Growth Plan will initially be governed by a Members' Advisory Group comprising one representative from each of the nine local authorities. The Leicester & Leicestershire Local Enterprise Partnership (LLEP) will participate as an observer in this group. Technical work will be overseen by the Strategic Planning Group comprising senior officers from each authority and the evidence base will generally be commissioned on a joint basis. The Members' Advisory Group will report to individual authorities for decisions on all matters relating to the Plan. If a

Combined Authority for Leicester & Leicestershire is established from the autumn of 2016, as currently anticipated, the Planning Sub-Committee of the Combined Authority will take over this governance role; that Sub-Committee will have the same membership arrangements as the Members' Advisory Group.

3.3 The first stage in the production of the Strategic Growth Plan is the Strategic Growth Statement. This forms the first of a three stage process and the intention is to set the framework for the draft and final form of the Strategic Growth Plan. The purpose of the Statement is to:

- summarise the changing context within which the Strategic Growth Plan will be prepared (Section 2);
- identify the defining characteristics of the area in 2016 and some of the opportunities and challenges that will be taken into account in preparing the Plan (Section 3);
- set out ambitions for the future and the overarching priorities that will provide a framework for future work on the Strategic Growth Plan (Section 4);
- outline the evidence base and the spatial options that will be considered in formulating a new strategy (Section 5); and
- describe the next steps in the process (Section 6)

3.4 The intention is that the Strategic Growth Statement will be consulted upon in July 2016. Following this consultation, the next steps for the production of the Strategic Growth Plan are as follows:

Timescale	
Summer 2016	Consultation on the Strategic Growth Statement
	Continue to develop the evidence base
	Initial consideration of spatial options
Autumn 2016	Consideration of consultation responses on the Strategic Growth Statement
	Continue to develop the evidence base
	Further consideration of spatial options
Winter 2016	Finalise housing numbers and employment land requirements – new Memorandum of Understanding
Summer 2017	Draft Strategic Growth Plan
	Consultation on Draft Strategic Growth Plan
Autumn 2017	Consideration of consultation responses on Draft Strategic Growth Plan

3.5 A report was considered at Strategic Planning Group in October 2015 that outlined the indicative costs associated with the production of the Strategic Growth Plan and considered potential options for the distribution of these costs across the partner authorities. The costs associated with producing the Strategic Growth Plan predominantly arise from the procurement of evidence base documents to support the plan. This report identified that the potential total cost of producing the plan would be approximately **£505,000** from 2016 - 2018.

3.6 The different methodologies identified for splitting the costs were:

1. Splitting any costs equally between the authorities (eight Local Planning Authorities plus Leicestershire County Council and the LLEP);
2. Splitting any costs between the City Council, plus the eight districts and boroughs based on population;

3. Splitting any costs between the City Council, plus the eight districts and boroughs based on population, plus a contribution from both the County Council and LLEP.

3.7 Using the above methodologies, the highest costs for Hinckley and Bosworth Borough Council would be from using methodology 1 and the lowest costs would be by using methodology 3. As not all elements of the evidence will be funded using the same methodology, the exact costs for each authority cannot be set.

3.8 The report identifies that the costs for Hinckley and Bosworth would range from **£43,228** through to a potential maximum of **£63,125**. For this reason it is considered prudent to set a budget of **£65,000** from 2016 to 2018 to ensure that the Council is planning for the highest possible costs.

4. FINANCIAL IMPLICATIONS [TF]

4.1 The table below summaries the current position for the LDF reserve after allowing for site allocation savings and costs for the Strategic Growth Plan requested in this report.

	Planned £'000	Expected Spend £'000	Saving / (Costs)
Opening Balance 15/16	523.3	523.3	-
Site allocation	(224.0)	(11.7)	212.3
Local development scheme	(147.5)	(0.7)	146.8
Forecasted Transfer to reserve	165.0	165.0	-
Estimated Opening Balance 16/17	316.8	676.0	359.1
Site allocation	-	(113.3)	(113.3)
Gypsy & Traveler	-	(3.0)	(3.0)
Strategic Growth Plan	-	(44.0)	(44.0)
Local development scheme	(82.5)	(127.5)	(45.0)
Forecasted Transfer to reserve	180.0	180.0	-
Estimated Opening Balance 17/18	414.3	568.2	153.8
Site allocation	-	-	-
Local development scheme	(318.0)	(82.5)	235.5
Strategic Growth Plan	-	(21.0)	(21.0)
Forecasted Transfer to reserve	152.0	152.0	-
Estimated Opening Balance 18/19	248.3	616.7	368.3
Site allocation	-	-	-
Local development scheme	-	(268.0)	(268.0)
Forecasted Transfer to reserve	-	-	-
Estimated Opening Balance 19/20	248.3	348.7	100.3

4.2 The costs relating to the Strategic Growth Plan will be met by the current funds budgeted for in the LDF reserve.

4.3 The gross costs of the scheme will be £65,000. The in year costs in 2016/17 of £44,000 and £21,000 in 2016/17 will require Council approval.

5. LEGAL IMPLICATIONS [MR]

5.1 The Local Government Act 2000 empowers the Council to do anything which it considers is likely to promote the economic or social or environmental well-being of

its area and in doing so to incur expenditure and/or enter into arrangements with others

5.2 It is considered that the proposed work on the Strategic Growth Plan and the incurring of expenditure in conjunction with the other local authorities fall within the powers in the Local Government Act 2000

6. CORPORATE PLAN IMPLICATIONS

6.1 The production of the Strategic Growth Plan will provide a strategic planning framework for Leicester and Leicestershire, ensuring that effective cooperation takes place between the authorities in the County. It is considered that this would contribute to the following Strategic Aims:

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

7. CONSULTATION

7.1 Consultation on the Strategic Growth Statement will take place in July. Following this, further rounds of public consultation will take place on later iterations of the Strategic Growth Plan.

8. RISK IMPLICATIONS

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

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

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

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
Maintaining a five year supply of housing	Engage with other authorities to plan effectively cross boundaries to ensure that adequate land is identified to meet the needs of the County.	Nic Thomas
Not contributing to the production of the Strategic Growth Plan would jeopardise the plan as a whole and would severely limit the Borough Council's ability to demonstrate that we have met the Duty to Cooperate in plan making.	Contributing fully to the production of the Strategic Growth Plan in terms of costs and officer time will ensure that the Council not only meet the Duty, but also that the interests of the Borough are ingrained in the document.	Nic Thomas

9. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

9.1 The Strategic Growth Plan will provide a strategic planning framework for Leicester and Leicestershire for the foreseeable future. It will include strategic allocations and policies that will impact on all communities in Hinckley and Bosworth and therefore consultation on all stages of the plan are essential to ensure appropriate engagement.

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
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

Background papers:

Leicester and Leicestershire Strategic Growth Plan - Stage 1: Strategic Growth Statement

Leicester and Leicestershire Strategic Growth Plan - Evidence Base and Costs report:
Strategic Planning Group 15 October 2015

Contact Officer: Andy Killip - 5732

Executive Member: Councillor Stan Rooney

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**Strategic Growth Plan
Strategic Planning Group
15 October 2015**

Item 4.3

Evidence Base and Costs

1.0 Introduction

1.1 At the last meeting of the Members' Advisory Group (23 July 2015), it was agreed that a paper on the evidence base and other costs associated with the Strategic Growth Plan should be prepared. This paper has been produced in response to that request and deals with:

- a) the likely scope of the evidence base for the Strategic Growth Plan (this will include studies also required for individual Local Plans)
- b) indicative costs that would be associated with the evidence base and other matters relating to the production of the Strategic Growth Plan
- c) the methodology for determining how any costs might be apportioned between the ten partner organisations (the City, the County, the seven borough and district councils and the Leicester & Leicestershire Local Enterprise Partnership).

2.0 Background

2.1 Initial discussions on the nature and scope of the evidence base and formulae for apportioning costs took place at the Strategic Planning Group in January and March 2015. The task was subsequently delegated to the Planning Officers' Forum and a Working Group was established in June 2015. The Working Group has since gathered information, on the scope and estimated cost of the evidence base, from individual authorities under two headings:

- a) information which would be assembled at the level of an individual authority to support an individual Local Plan (and therefore commissioned individually)
- b) information which would be gathered by more than one authority (e.g. at the level of the Housing Market Area or across a smaller group of authorities) either to support Local Plan preparation or to help create the Strategic Growth Plan.

This report focuses on the latter.

3.0 Developing an evidence base

3.1 The evidence base will comprise different types of document:

- a) **Core studies:** These are required because they relate to the fundamental provisions of the plan e.g. a review of the Strategic Housing Market Assessment (this needs to be updated regularly to take account of new demographics and

property market considerations), an assessment of economic needs and growth potential (to ensure that the provisions of the plan are aligned with growth targets in the Strategic Economic Plan), a study of major infrastructure requirements (to ensure that transportation, utilities, etc. are provided in line with expected growth), etc. These studies create a strong evidential base to inform and support the decisions that are being made; they also lie at the heart of the Duty to Co-operate.

Most of these studies will be required in any case to support individual Local Plans. In that sense they are not 'new' and provision for some or all of the costs may already have been made in local authority budgets. Joint commissioning will be more efficient in terms of time and cost.

- b) **'Follow-on' studies:** These are needed to examine some issues in more detail (e.g. viability studies of potential development locations) and often arise out of decisions made during the course of preparing the plan or because a particular theme is to be pursued (e.g. a 'green' agenda, sector growth studies, etc.). Decisions on what these studies are and when they need to be commissioned will be taken during the course of preparing the Plan but two possible studies are shown here for illustrative purposes.
- c) **'Process' documents:** In the case of a Local Plan these documents would be required by statute or regulation. In the case of a non-statutory plan, as is the case with the Strategic Growth Plan, there is considerably greater flexibility. Nevertheless, because the provisions of the Strategic Growth Plan are likely to provide a context for decisions at a local level, it would be advisable to commission these documents to demonstrate that a similarly robust approach is being taken. Because these are process documents, they need to be commissioned at the outset and the work will follow the speed of progress on the Plan.
- d) **'Compilation' documents:** These tend to be produced by local authorities 'in house' because they require a detailed knowledge of a particular area and/or assemble information across a wide area (e.g. housing land availability assessments, employment land availability assessments). Most build upon and update existing information.

3.2 At this early stage in preparing the Strategic Growth Plan, it is impossible to be definitive about the full extent of the evidence base. Whilst there is a recognised need for some studies, the need for others will be created by decisions made during the plan-making process itself. In addition, because there is no precedent for a Strategic Growth Plan of this type, there are no reference points that can be taken from similar documents. What can be produced, however, is a preliminary list based on the collective knowledge and experience of officers within the constituent organisations, all of whom have been involved in local and strategic planning matters for many years.

3.3 To further assist in this process, officers will be collaborating with the Planning Advisory Service (PAS) which has procured, and will be paying for, the costs of

consultancy support on strategic planning matters (£20,000 of work from Shared Intelligence whose consultants work in the fields of economic development, local government, the health and well-being of communities and the use of evidence to inform policy-making). PAS views the work of the Leicester & Leicestershire authorities as being a vanguard for this type of work, nationally, and wishes to provide practical support.

3.4 A preliminary list of studies is shown in Appendix 1. This identifies the various documents in the categories above and outlines why each study is needed. In the vast majority of cases, some work has already been undertaken by individual authorities and this will be used to defray the ultimate cost of the work wherever possible. Most of the work is likely to be needed in the 2016/17 financial year but some will need to start earlier to support individual Local Plans or to validate the processes that are being used. Priority studies are:

- a) An update of the Strategic Housing Market Assessment (SHMA)* needed to support individual Local Plans
- b) An Economic Needs Assessment*, also needed to support Local Plans and to ensure alignment with targets in the Strategic Economic Plan (SEP)
- c) A Sustainability Appraisal/Strategic Environmental Assessment, a process document for which a framework is required at the outset.

**Note: Government now recommends that these pieces of work should be combined into one study (a Housing and Economic Development Needs Assessment or HEDNA)*

3.5 More detailed discussions on the detailed scope of work will be undertaken over the coming months. We recommend that the preliminary list of studies is reviewed on a quarterly basis.

4.0 Costs

4.1 Costs associated with the preparation of the Strategic Growth Plan fall under two headings:

- a) **Consultancy costs** associated with the preparation of the evidence base
- b) **Production costs** associated with the plan itself including graphics, consultation events and venues, web site design/hosting, etc.

4.2 Estimates for consultancy costs are given in Appendix 2. This also indicates whether these costs would be 'new' or covered in whole or in part by the requirements of individual Local Plans. It has been assumed that these costs would be incurred over three financial years, 2015/6-2017/8. Production costs are difficult to predict until decisions have been made on these matters but it would be sensible to assign a provisional sum to these elements.

- 4.3 The partner organisations have a long-established and successful track record of sharing costs. To date this has tended to be agreed on a one-off basis e.g. the current Strategic Housing Market Assessment and the Logistics & Distribution Study. The costs of such studies, as individual commissions, have tended to be relatively modest, particularly when shared across a number of organisations.
- 4.4 The costs associated with the Strategic Growth Plan, however, are different in both scale and duration. In many respects they are similar to the costs associated with an authority's statutory plan-making functions, albeit they would be shared across the partner organisations. On that basis, it is suggested that the partner organisations should make provision for the anticipated costs in their budgets over, say, a three year period so that necessary funds can be drawn down as and when required. This is particularly important if the plan is to be prepared as speedily and efficiently as possible.

5.0 Apportionment of costs

- 5.1 In terms of the apportionment of costs between authorities, three possible formulae appear to exist:
- a) **Formula 1:** An equal split across all partner organisations
 - b) **Formula 2:** A split according to the relevance of the study to each organisation or the one which benefits most from the information
 - c) **Formula 3:** An unequal split based on population.
- 5.2 In all cases, a decision would have to be made on whether the County Council and the LLEP should contribute to each study as neither have the same type of statutory plan-making functions as a local authority. In principle, both have agreed that they will contribute to some or all of the studies.
- 5.3 Choosing the most appropriate formula will depend on the nature of each study. Typical questions include:
- a) What is the nature and scope of the study (i.e. how relevant is it to the work of each organisation)?
 - b) Which organisations should be involved in commissioning the study (all ten or just some)?
 - c) How should the costs be apportioned? On the basis of population, area, some other factor?
- 5.4 Appendix 3 shows what these calculations might mean in terms of Formula 1 making assumptions about whether there would be 8, 9 or 10 organisations sharing the costs. Appendix 3 also shows what the costs might mean if Formula 3 were to be used (population based). No calculation has been produced using Formula 2 because it is impossible to predict what the sharing arrangements might be; any number of authorities might choose to collaborate on a special interest study, a good

example being the Distribution and Logistics study where only 5 organisations shared the costs.

5.5 The calculations in Appendix 3 have been brought together to produce a range of indicative costs as set out in Table A below.

Table A: Indicative range of costs depending on formula used (Based on Preliminary List of Studies in Appendix 1, estimated costs of £505,000 in Appendix 2 and calculations in Appendix 3.						
Organisation	8 sharing	9 sharing	10 sharing	Population (excluding County/ LLEP)	Population (after 10% County/ LLEP)	Indicative Range
Blaby	63,125	56,112	50,500	48,480	38,784	38,784-63,125
Charnwood	63,125	56,112	50,500	85,345	68,276	50,500-85,345
Harborough	63,125	56,112	50,500	43,935	35,148	35,148-63,125
Hinckley & Bosworth	63,125	56,112	50,500	54,035	42,228	42,228- 63,125
Leicester City Council	63,125	56,112	50,500	169,680	135,744	50,500-169,680
Leicestershire County Council	0	56,112	50,500	0	50,500	0-56,112
LLEP	0	0	50,500	0	50,500	0-50,500
Melton	63,125	56,112	50,500	25,755	20,604	20,604-63,125
North West Leicestershire	63,125	56,112	50,500	47,975	38,380	38,380-63,125
Oadby & Wigston	63,125	56,112	50,500	28,785	23,028	23,028-63,125

5.6 Table 2 demonstrates that the formula chosen for apportioning costs will have a significant impact on the range, critical influences being the number of organisations collaborating on any given study and, more importantly, whether costs will be shared equally or in terms of population.

6.0 Conclusions

6.1 Based on the above, it is possible to come to a number of conclusions:

- a) It is possible to prepare a preliminary list of key documents required to make up the evidence base for the Strategic Growth Plan as shown in Appendix 1. This might change, however, as decisions are made during the course of preparing the plan or as a result of matters outside our control (e.g. changes in government policy). This risk has to be managed as we work through the process of preparing the plan.
- b) Much of the work needed to produce the Strategic Growth Plan will also be needed by individual authorities to support their own Local Plans; not all are

new studies and it may be possible to offset some of the costs against existing budgets. This will vary from one organisation to another.

- c) Estimated costs can be prepared on the basis of previous experience but costs cannot be finalised until such time as detailed specifications have been prepared and tenders received. It might be possible to reduce costs by bundling studies together but a high demand for consultancy services (as appears to be the case at present) tenders could result in higher than estimated results.
- d) A critical decision, is whether studies should be commissioned on the basis of population estimates or another arrangement. The range of costs given in this report provides an indication of the order of magnitude costs under a variety of formulae. The actual costs that are incurred should be updated on a quarterly basis.
- e) Many of the studies may be commissioned on the basis of population figures (although these need to be updated in the light of new figures) so one way forward is to work on the basis that costs would be apportioned between the eight local authorities in this way. These costs would be reduced if the County Council or the LLEP were to contribute but, equally, they would rise if some of the studies were to be shared by a smaller number of organisations. To cover this possibility it is suggested that a buffer of 20% should be added to these figures for budgeting purposes. As with the list of studies, it is recommended that these costs be reviewed on a quarterly basis.

6.0 Recommendations

6.1 It is recommended that:

- a) The preliminary list of studies identified in Appendix 1 and indicative costs given in Appendix 2 are accepted as the basis of the evidence base for the Strategic Growth Plan.
- b) Partner organisations make provision in their budgets for costs to be shared between the eight local authorities on the basis of population estimates. These figures should be adjusted upwards to give a 20% buffer, recognising that costs could increase or decrease as a result of decisions on individual studies or external influences beyond our control.
- c) Additional provision should be made for production costs.
- d) The preliminary list of studies and costs should be reviewed on a quarterly basis and additional budgetary provision made as necessary.
- e) Authorisation is given to commence procurement processes in relation to a) the Housing and Economic Needs Assessment and b) the process

documents that need to be in place at the outset with some costs being incurred on both during the 2015-16 financial year.

Appendix 1: The Evidence Base

Table 1.1: The Core Studies

CORE STUDIES				
	Nature of Study	Justification	Comments	Required for Local Plans?
1	Strategic Housing Market Assessment (SHMA)	An up-to-date SHMA is an essential pre-requisite of any plan and is essential in demonstrating compliance with the Duty to Co-operate.	There is an existing SHMA (GL Hearn) which covers the period to 2036. This needs to be updated e.g. to incorporate new demographic data or to provide a view on likely trends beyond 2036. All of this work would be needed by LPAs to prepare their Local Plans. See also 2 below.	Yes
2	Economic Development Needs Assessment and Assessment of Growth Potential	It is essential that housing land provision aligns with economic development needs and growth potential including the economic growth projections of the Strategic Economic Plan.	Government guidance now recommends that this work should be combined with a SHMA. The actual commission therefore would be a Housing and Economic Needs Assessment or HEDNA.	Yes
3	Transportation Assessment	It is essential to demonstrate that any development proposals can be supported by the existing transportation network or improvements to it. Work will be needed to test options and growth scenarios arising.	An existing study (Testing Through to 2031) has been completed (Jacobs and David Simmonds Consultancy) which takes a high level view of the existing transportation network and its potential to accommodate new growth. The study identifies stress points on the network. The LLITM model is also being updated. New work will build upon this.	Yes

4	Utilities Infrastructure Capacity Study	The availability of critical utilities (e.g. energy, water, waste water treatment facilities, telecommunications) is an important consideration at the strategic scale.	A preliminary indication of areas of high stress and/or opportunity will influence the selection of potential growth locations; more detailed work is needed to underpin the quantum of location and any upgrades that might be needed. Information will be required to support local plans but a broader analysis at a strategic level is needed to assess the potential of areas to accommodate major growth.	Yes
5	Water Cycle Study and Strategic Flood Risk Assessment (Levels 1 and 2)	A Strategic Flood Risk Assessment (SFRA) maps flood risk and planned development within a district or borough council's boundary.	Water cycle and flood risk analysis is required to support local plan preparation; analysis at the strategic scale will allow comparison to be made between sites.	Yes
6	Landscape Sensitivity and Green Infrastructure Assessment	The sensitivity of the landscape to accommodate new development is one important factor in the selection of potential development areas.	Existing studies provide an assessment of the existing landscape character. These can be used as the basis of a study which examines the capacity of the Leicester and Leicestershire landscape to accommodate growth on a strategic scale. An assessment of green infrastructure and high level ecological constraints could be undertaken at the same time or commissioned separately.	Yes
7	Agricultural Land Quality Assessment	A high-level strategic study of agricultural land classifications which will support decisions on the selection of potential strategic growth locations.	The quality of agricultural land is a significant influence on the selection of Greenfield land for development, the objective being to avoid the best and most versatile land.	Yes

Appendix 1: The Evidence Base (Cont)
Table 1.2: Follow-on Studies (indicative)

FOLLOW-ON STUDIES (INDICATIVE)				
	Nature of Study	Justification	Comments	Required for Local Plans?
1	Viability assessment of strategic options	Before decisions can be made on which sites should be included in the plan more detailed work will need to be undertaken on delivery.	During the course of preparing the Strategic Growth Plan, options and preferred options will be identified. At this stage it is impossible to determine what these options will be, or how many will need to be assessed. The work, however, will include an assessment of the scale of the development and its viability this element of work.	Yes, by those authorities in which the proposal is located.
2	Low Carbon Opportunities Assessment	Major new development creates opportunities for investment in low carbon technology and infrastructure that does not exist in smaller scale development.	If sustainable development is to be pursued as a strong theme of the new plan, an assessment of the potential for reducing the carbon footprint of the development and enhancing responses to climate change, etc. would be highly desirable.	Possibly – if this theme is to be pursued.
3	Sector studies	Some sectors might make a distinctive contribution to L & L's growth. Further study will help to define the support needed.	Significant work has already been undertaken by the LLEP. Work is in progress to define how these can be taken forward.	Possibly – if this theme is to be pursued..1

Appendix 1 (Cont)

Table 1.3: Studies Already in Progress and/or to be continued

STUDIES ALREADY IN PROGRESS AND/OR TO BE CONTINUED				
	Nature of Study	Justification	Comments	Required for Local Plans?
1	Principal Urban Area Transport Study	To establish baseline information on transport issues in the wider Leicester Urban Area	Study nearing completion; further detail likely to be required as detailed proposals are considered.	Yes
2	Strategic Rail Study and assessment of potential Burton-Leicester passenger line	To establish the potential for improvements in strategic rail connections and to assess the feasibility of re-opening the Burton-Leicester line to passenger traffic	Studies nearing completion; future work relates to dissemination and lobbying strategy for strategic rail connections.	Yes – some related to specific authorities
3	Midlands Connect continuation work	To identify constraints in the existing West Midlands network and the potential for improvements	Current study nearing completion; the need for further work to be discussed with partners	Yes – generally applicable
4	Logistics &	To enable a better understanding of the	Initial study completed; the need for further work to be discussed with	Possibly – depends on the

	Distribution Study	logistics and distribution sector and determine future need	partners	authority
5	CIL Viability Study	To assess the impact of new arrangements for pooling of contributions, the desirability of CIL across a wider area, section 106 monitoring	Initial study completed but conclusions need to be re-assessed in light of new regulations relating to planning gain.	Yes – but extent of work depends on the authority
6	Gypsy & Traveller Accommodation Assessment	To assess the need for and potential provision for Gypsy & Traveller accommodation.	Initial study completed but needs to be updated on the light of recent LP decisions.	Yes – but extent of work depends on the authority

Appendix 1: The Evidence Base (Cont)

Table 1.4: 'Process' documents

'PROCESS' DOCUMENTS				
	Nature of Study	Justification	Comments	Required for Local Plans?
1	Sustainability Appraisal/Strategic Environmental Appraisal	An SA/SEA is a mandatory requirement of a Local Plan. It would be advisable to undertake the same process for the Strategic Growth Plan.	The purpose of an SA/SEA is to assist in the preparation of a Plan by identifying the key sustainability/environmental issues facing the plan area, to predict what would be the likely effects of a plan on these issues, and to put forward recommendations on how to improve it. Given the likely influence of the Strategic Growth Plan on individual Local Plans this work should start as early as possible in the plan preparation process.	No – this is a separate plan
2	Habitats Regulation Assessment (HRA)	An SA/SEA is a mandatory requirement of a Local Plan. It would be advisable to undertake the same process for the Strategic Growth Plan.	The purpose of an SA/SEA is to assist in the preparation of a Plan by identifying the key sustainability/environmental issues facing the plan area, to predict what would be the likely effects of a plan on these issues, and to put forward recommendations on how to improve it. Given the likely influence of the Strategic Growth Plan on individual Local Plans this work should start as early as possible in the plan preparation process.	No – this is a separate plan
4	Equalities Impact Assessment	A study to assess the impact of the proposed plan on a number of indices relating to equal opportunities.	This is part of the risk assessment process and it might be appropriate to combine this with other aspects of the work.	No – this is a separate plan

Appendix 1: The Evidence Base (cont)

Table 1.5: ‘Compilation’ documents

‘COMPILATION’ DOCUMENTS				
	Nature of Study	Justification	Comments	Required for Local Plans?
1	Sieve Map Analysis	The assembly and co-ordination of key data to show its spatial distribution across the county.	This is being prepared in house using information held primarily by the County Council and the Homes & Communities Agency with input from the LAs and the LLEP.	Possibly – depends on each local authority
2	Strategic Housing Land Availability Assessments (by LA)	A SHLAA provides information on the spatial distribution of potential housing sites.	This information could be provided in house by the LAs; it has to be collected in any case to support decisions on individual local plans.	Yes
3	Strategic Employment Land Availability Assessments (by LA)	An ELAA provides information on the spatial distribution of potential employment sites.	This information could be provided in house by the LAs; it has to be collected in any case to support decisions on individual local plans.	Yes

Appendix 2: Indicative Costs*

Table 2.1 Core Studies, Follow-on and Process Studies (Note: Excludes studies already in progress)

	Nature of Study	2015-16	2016-17	2017-18	Total
	Core studies				
1 & 2	Combined Strategic Housing Market Assessment and Economic Development Needs Assessment	40,000	60,000	0	100,000
3	Transportation Assessment	10,000	80,000	10,000	100,000
4	Utilities Assessment	0	30,000	20,000	50,000
5	Water Cycle Study and Strategic Flood Risk Assessment	0	50,000	20,000	70,000
6	Landscape Sensitivity and Green Infrastructure Assessment	0	25,000	25,000	50,000
7	Agricultural Land Quality Assessment	0	20,000	0	20,000
	Typical 'Follow-on' Studies				
8	Viability Assessment of Strategic Options	0	30,000	20,000	50,000
9	Low Carbon Opportunities Assessment	0	25,000	0	25,000
	'Process' documents				
11	Sustainability Appraisal/Strategic Environmental Assessment/Habitat Regulations Assessment	10,000	20,000	10,000	40,000
	Totals	60,000	340,000	105,000	505,000

Appendix 2: Indicative Costs

Table 2.2: Production Costs

	Production Costs		
	Nature of Study	Justification	Estimate (£)
1	Legal Opinion	A legal opinion is generally sought during the course of development plans preparation	10,000
2	Web site	There needs to be one dedicated source of information on all matters relating to the Strategic Growth Plan; a dedicated web site would be the most effective means of communication	10,000
3	Graphics, consultation and production costs (provisional sums)	This is highly dependent upon the nature of the communications strategy and will need to be reviewed	Say 80,000

Appendix C: Apportionment of Costs

Table 3.1: Typical shared costs using Formula 1 (based on preliminary list in Appendix 1 and estimated costs of £505,000 in Appendix 2)					
	Organisation	2015-16	2016-17	2017-18	Total
Studies – Cost per organisation based on total costs of £505,000 and split between:					
8 organisations	The City Council; 7 boroughs and districts	7,500	42,500	13,125	63,125
9 organisations	As above plus the County Council	6,667	37,778	11,667	56,112
10 organisations	As above plus the LLEP	6,000	34,000	10,500	50,500

**Table 3.2a: Typical shared costs using Formula 3 (based on preliminary list in Appendix 1 and estimated costs of £505,000 in Appendix 2)
Studies – costs per organisation based on population figures as per current SHMA*
(*Note that these might need to be revised in line with most recent population statistics)**

Authority	% of total	2015-16	2016-17	2017-18	Total
Blaby	9.6				48,480
Charnwood	16.9				85,345
Harborough	8.7				43,935
Hinckley & Bosworth	10.7				54,035
Leicester	33.6				169,680
Melton	5.1				25,755
North West Leicestershire	9.5				47,975
Oadby & Wigston	5.7				28,785

Table 3.2b: Typical shared costs using Formula 3 and assuming that the County Council and the LLEP each pay 10%, the remaining 80% being shared as set out below (based on preliminary list in Appendix 1 and estimated costs of £505,000 in Appendix 2)					
Authority	% of total (£505,000)	2015-16	2016-17	2017-18	Total
County Council	10				50,500
LLEP	10				50,500
	% of 80% remaining (£404,000)				
Blaby	9.6				38,784
Charnwood	16.9				68,276
Harborough	8.7				35,148
Hinckley & Bosworth	10.7				43,228
Leicester	33.6				135,744
Melton	5.1				20,604
North West Leicestershire	9.5				38,380
Oadby & Wigston	5.7				23,028

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Item 4 (Clean Copy)

**Leicester & Leicestershire Strategic Growth Plan
Stage 1: Strategic Growth Statement
Revised Draft – for discussion**

Covering Report

- 1 An initial draft of the Strategic Growth Statement was considered by Strategic Planning Group (SPG) and the Members' Advisory Group (MAG) at their last meetings (7 and 28 April 2016 respectively). The document has now been amended in line with the discussions that took place at that time.
- 2 The current draft constitutes a 'near final' version of the document. Subject to further discussion at SPG, it will be taken forward to MAG at their meeting on 9 June 2016. At that time, MAG will be asked to approve this as the final version which, with the addition of plans and diagrams, will be published for public consultation in July 2016. The formatting of the document will be organised by the Communications Working Group during June and early July 2016.
- 3 Members of SPG are asked to:
 1. Confirm that they are content with the overall nature, form and scope of the document;
 2. Provide further comments on the detail of the text (either at the meeting or by email – deadline Tuesday 24 May 2016 to allow revisions to be made prior to despatch of MAG papers);
 3. Put in place the necessary arrangements to ensure that the document is taken through the necessary governance structures of each individual authority in time to allow public consultation to start in July 2016; and
 4. Make arrangements to disseminate the content of the document to Members of individual authorities prior to this time to avoid any delay to final approvals.

DRAFT

Leicester & Leicestershire Strategic Growth Plan
Stage 1: Strategic Growth Statement
Revised Draft – for discussion
13 May 2016

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CONTENTS

1. Why we are preparing a Strategic Growth Plan
2. Changing context
3. Leicester and Leicestershire today
4. A framework for decision-making
5. Preparing the Strategic Growth Plan
6. Next steps

APPENDIX A: Key statistics

DRAFT

[Insert plan showing:

- administrative boundaries of L & L and surrounding authorities
- national location as an inset
- key physical features e.g. major settlements, roads, railways, etc.]

DRAFT

1.0 WHY WE ARE PREPARING A STRATEGIC GROWTH PLAN

- 1.1 The planning system and local government have been, and will continue to be, the subject of great change. The introduction of the localism agenda, the Duty to Co-operate and the abolition of Regional Spatial Strategies have had a profound effect on the way that we prepare plans, make decisions on planning applications and pay for infrastructure. Combined Authorities will further change the way in which organisations collaborate, share information and work to a shared agenda. At the same time, public and private sectors are coming together with community organisations to tackle major problems and deliver solutions.
- 1.2 In Leicester & Leicestershire, the nine local authorities¹ and the Local Enterprise Partnership² are responding positively to these changes. We want to prepare a non-statutory Strategic Growth Plan which will:
- be clear about the opportunities and challenges that we face;
 - provide an agreed scale and direction for future growth, reflecting the evidence available to us and the will of the partners;
 - create a single consistent strategic framework for Local Plans, economic investment plans, transport and other infrastructure plans;
 - ensure that Leicester & Leicestershire is positively positioned to take advantage of private sector inward investment opportunities and national programmes for investment;
 - provide the right conditions for the growth of indigenous businesses; and, at the same time,
 - protect our natural resources, our environment and historic assets.
- 1.3 Our ambition is two-fold: to overcome the problems that are experienced by existing communities and to accommodate growth in new developments that have a real sense of place and purpose. We want to raise the bar in terms of the quality of development so our focus is on how we can improve the City and the County for local people and businesses, and how we can deliver growth at the right time, in the right place, with all of the essential infrastructure that it needs.
- 1.4 The preparation of the Strategic Growth Plan will initially be governed by a Members' Advisory Group comprising one representative from each of the nine local authorities. The Leicester & Leicestershire Local Enterprise Partnership (LLEP) will participate as an observer in this group. Technical work will be overseen by the Strategic Planning Group comprising senior officers from each authority and the evidence base will

¹ The nine local authorities are: Blaby District Council, Charnwood Borough Council, Harborough District Council, Hinckley & Bosworth Borough Council, Leicester City Council, Leicestershire County Council, Melton Borough Council, North West Leicestershire District Council and Oadby & Wigston Borough Council.

² The Leicester & Leicestershire Local Enterprise Partnership

generally be commissioned on a joint basis. The Members' Advisory Group will report to individual authorities for decisions on all matters relating to the Plan. If a Combined Authority for Leicester & Leicestershire is established from the autumn of 2016, as currently anticipated, the Planning Sub-Committee of the Combined Authority will take over this governance role; that Sub-Committee will have the same membership arrangements as the Members' Advisory Group.

- 1.5 These arrangements formalise the long-standing collaborative work that has been the hallmark of planning in Leicester & Leicestershire for decades; they reflect our strongly held belief that the best way of achieving our aims is to work together. The Strategic Growth Plan forms one of the three cornerstones of our Combined Authority submission³ and it is part of our commitment to government to deliver effective local decision-making.
- 1.6 The Strategic Growth Statement forms the first of a three stage process and the intention is to set the framework for the draft and final form of the Plan. The purpose of this document is to:
- summarise the changing context within which the Strategic Growth Plan will be prepared and our role within this (Section 2);
 - identify the defining characteristics of the area in 2016 and some of the opportunities and challenges that will be taken into account in preparing the Plan (Section 3);
 - set out our ambitions for the future and the overarching priorities that will provide a framework for future work on the Strategic Growth Plan (Section 4);
 - outline the evidence base and the spatial options that we will consider in formulating a new strategy (Section 5); and
 - describe out the next steps in the process (Section 6).
- 1.7 We understand the scale of the challenge that we face and welcome the opportunity to shape our own future. We encourage local people, businesses, developers, landowners and statutory organisations to work with us on this task.

³ Together with transportation and skills. Reference: Leicester and Leicestershire Delivering Growth Together: Draft Governance Review for the Leicester & Leicestershire Combined Authority, December 2015

2.0 CHANGING CONTEXT

2.1 The way in which we plan for development is changing. On the one hand, the localism agenda supports the concept of local decision-making but the globalisation of economic prosperity and the government's commitment to growth outside London and the South East means that we have to prepare our plans in a much wider context. We need to understand our role within this bigger picture and adapt our working practices.

The abolition of Regional Spatial Strategies

2.2 Since 2004, negotiations on the broad scale and location of development have taken place in the context of the Regional Spatial Strategy for the East Midlands which was prepared by the East Midlands Regional Assembly and approved by government. This provided the basis for the preparation of Local Plans by the City, the Boroughs and the District Councils and looked 20 years ahead. Local Plans were legally required to be 'in conformity' with the Regional Spatial Strategy.

2.3 The East Midlands Plan 2009, the most recent Regional Spatial Strategy for Leicester & Leicestershire, proposed that development should be concentrated in the 'principal urban area', effectively the City of Leicester and its suburbs which extend into adjoining Boroughs and Districts in the County of Leicestershire. In addition to regeneration and redevelopment within the urban area, the Plan proposed that growth should be accommodated in 'sustainable urban extensions' within the City Council's boundaries (at Ashton Green and Hamilton); in Charnwood Borough (at Birstall and Thurmaston); in Blaby District (at Lubbesthorpe); and in North West Leicestershire at Coalville. These proposals have been carried forward into Local Plans and most are being delivered.

2.4 In 2012, Regional Spatial Strategies were abolished in line with the government's aspirations for more decisions to be taken within local communities. Instead, a National Planning Policy Framework (NPPF) was put in place to guide the preparation of plans at a Borough/District/City level; Local Plans are now the main documents which direct where development should, and should not, be accommodated. In the absence of a formal process for strategic planning, however, the local authorities in Leicester & Leicestershire have continued to work together actively, effectively and on an on-going basis to implement the agreed strategy of the RSS over the period to 2031. The Strategic Growth Plan will take forward these collaborative discussions to prepare a new strategic plan which will deal with the new challenges that we face.

2.5 The Government's new planning system places great importance on the need to prepare and adopt up-to-date, new Local Plans, and to ensure that sufficient 'deliverable'⁴ sites are identified as being available by each local planning authority to

⁴ The NPPF (2012) states: "To be considered deliverable, sites should be available now, offer a suitable location for development now, and be achievable with a realistic prospect that housing will be delivered on the site within five years and in particular that development of the site is viable. Sites with planning permission should be considered deliverable until permission expires, unless there is clear evidence that schemes will not be implemented within five years, for example they will not be viable, there is no longer a demand for the type of units or sites have long term phasing plans."

meet at least 5 years' supply of Local Plan housing targets within its area. Local Plans area also required to identify a supply of specific, 'developable'⁵ sites or broad locations for growth, for years 6-10 and, where possible, for years 11-15. The lack of an up-to-date Local Plan, or sufficient suitable sites to meet the 5-year supply, mean that there is a much stronger presumption in favour of planning permission being granted when planning applications are submitted; this significantly reduces the potential for authorities to manage positively their growth as required by the NPPF.

The 'Duty to Co-operate'

- 2.6 In the absence of statutory regional or sub-regional strategies, a new 'duty' has been placed on local authorities to co-operate with each other on matters relating to 'cross-boundary' issues; this helps to secure the alignment of planning strategies. Local authorities have also been given the power to set their own targets for growth based upon agreed empirical evidence; this evidence will be tested by the Planning Inspectorate at the 'examination in public' stage of a Local Plan. The 'Duty to Co-operate' is a significant responsibility which can trigger the need for negotiations on the share of growth, and delivery of any necessary supporting infrastructure, across administrative boundaries.
- 2.7 The need for cross-boundary collaboration is not new; all nine authorities in Leicester & Leicestershire have a long-standing, strong commitment to joint working in the preparation of development plans and delivering growth. The joint commissioning of the Strategic Housing Market Assessment (2014) led to a Memorandum of Understanding (MoU) on baseline target housing demand figures to 2028 which were to be considered through adoption of constituent Local Plans. Updated evidence on housing and other matters, in line with Government requirements, is currently being commissioned and assembled on a joint basis to support the Strategic Growth Plan and emerging Local Plans. The authorities have also formed an effective collaboration with the Leicester & Leicestershire Local Enterprise Partnership (LLEP) which reflects the voice of the business community and has secured funding for key infrastructure and projects.
- 2.8 Our Strategic Growth Plan will provide a robust, single framework for the preparation of aligned local plans and investment strategies prepared by the constituent organisations. It represents one of the ways in which we are responding to the requirements of the 'Duty to Co-operate' and the strategy will be carried forward into statutory development plans by individual authorities. Together, the processes of plan-making and delivery will create a successful, resilient and high quality environment within which investment can be made with confidence, where communities will flourish and important environmental assets will be protected and enhanced.

The Combined Authority proposal

⁵ The NPPF (2012) states: "To be considered developable, sites should be in a suitable location for housing development and there should be a reasonable prospect that the site is available and could be viably developed at the point envisaged."

- 2.9 On 25 June 2015 the Leaders of the nine local authorities in Leicester & Leicestershire met as the Economic Growth Board and agreed to review the governance arrangements for the City, the County, the Boroughs and the Districts. The Board sought to identify the best way of delivering their ambitious plans for growth and to identify the most effective way in which policy and strategy on major functions could be joined up across geographical boundaries.
- 2.10 The review concluded that a simpler, less cumbersome governance arrangement is needed to address the challenges that Leicester & Leicestershire will face in the future and to provide greater transparency and accountability. A Combined Authority was identified as the best solution, providing a clear and effective platform for accelerating economic prosperity through the creation of integrated, strategic frameworks to enable the delivery of investment plans for planning, transport and skills. As an essential component of the Combined Authority proposal, the Strategic Growth Plan demonstrates to government our commitment to positive planning for growth and the effective delivery of housing, employment and infrastructure within a robust environmental framework.

The Strategic Economic Plan

- 2.11 As Leicester & Leicestershire continues to pull out of the recession and deliver new growth, the LLEP considers that there is a need to 'refresh' the Strategic Economic Plan (SEP). The SEP is an economic investment plan for Leicester & Leicestershire and has a shorter timeframe than the Strategic Growth Plan: in effect it is one of the delivery mechanisms for proposals within the Growth Plan. The SEP Refresh will not be a 'root and branch' review but an assessment of the extent to which there might be the need to shift the emphasis of the existing Plan, provide more focus on key sectors of the economy which have particular potential for growth, and align key targets with both the Strategic Growth Plan and Local Plans.
- 2.12 The LLEP has agreed that the targets for housing and economic growth established in the Strategic Growth Plan, and their spatial distribution, will be used as the basis for the SEP Refresh. These targets will have been developed in collaboration with the LLEP and will reflect the aspirations of government, local authorities, businesses and other key stakeholders for growth across the sub-region and, more widely, across the Midlands.

The 'Midlands Engine for Growth'

- 2.13 The concept of a 'Midlands Engine for Growth' was announced by the Chancellor of the Exchequer in early 2015 and secured further government recognition when the partners published a prospectus in December 2015. Prepared by the eleven Local Enterprise Partnerships, local authorities and private sector partners across the Midlands, the prospectus sets out a vision for an economy focused on productivity and driven by getting the most out of the Midlands' workforce, research and transport sectors. It demonstrates the collective wish of the constituent organisations to improve productivity, drive economic growth, create jobs and improve quality of life across the region.

- 2.14 The Strategic Growth Plan will set out the long term contribution of Leicester & Leicestershire to delivering the aspirations of the Midlands Engine. Collective working with adjoining Combined Authorities, Local Authorities and Local Enterprise Partnerships will also help us to prepare a Growth Plan whose provisions complement growth and development that is taking place elsewhere.

'Midlands Connect'

- 2.15 'Midlands Connect' is a transport partnership which supports the Midlands Engine. It was formed in 2014 as a collaboration between the same eleven Local Enterprise Partnerships that are working on the Midlands Engine together with Network Rail, Highways England, Central Government, twenty-six Local Authorities and the business community. Its purpose is to help develop the vision and strategy for transforming transport connectivity across the region in order to drive economic growth and set out a credible long term transport investment strategy to support the building of the Midlands' Engine. Government has provided a grant of £5m to progress the work.

Local Plans in preparation

- 2.16 Within Leicester and Leicestershire, the constituent local authorities are embarked on the process of preparing Local Plans. All are well-advanced and aim to meet the government's deadline of having up-to-date plans in place by 2017. The housing land requirements for these plans is set out in a Memorandum of Understanding agreed between the authorities in 2014; further work has been undertaken, collectively or individually, on other parts of the evidence base. Local Plans are also being prepared for adjacent areas by other authorities and 'duty to co-operate' discussions are being held with these authorities as necessary.

[Insert diagram explaining the relationship between plans]

3.0 LEICESTER & LEICESTERSHIRE TODAY

Key characteristics

Settlement pattern

- 3.1 The City of Leicester is a unitary authority with an elected Mayor while the Boroughs and the Districts operate a two-tier system with Leicestershire County Council. The area has a population⁶ of just over 1 million with nearly 440,000 living in the 'principal urban area' of Leicester, a long-standing planning term which includes the City of Leicester and its suburbs which extend into adjoining Boroughs and Districts. Loughborough (65,000) and Hinckley (57,000) are the next largest settlements⁷; there are several market towns including Ashby-de-la-Zouch, Coalville, Hinckley, Market Harborough and Melton Mowbray ranging in size from around 13,000 to 38,000 population⁸. About 200,000 people live in rural areas, 40% of whom live in villages, hamlets or isolated dwellings, especially in east Leicestershire.

[Insert diagram showing settlement pattern]

Natural environment

- 3.2 The County has a total land area of 2,083 sq km and is bisected by the River Soar which flows northwards from Hinckley through Leicester and links with the River Trent on the northern edge of the County where it borders Derbyshire and Nottinghamshire. The highest point is Bardon Hill in the north-west of the County and the lowest is near Bottesford in the north-eastern extremity. Much of the County is rural in character particularly to the south, east and north-east of Leicester. The National Forest and Charnwood Forest occupy much of the north-western parts of the area. The City is well-provided with parks and open spaces.

[Insert diagram showing natural features]

Transportation networks

- 3.3 Major national road networks are focused in the western part of the County with the M1 running north-south to the west of Leicester. Also in the north of the County, the A46 provides a connection with Lincoln. The M69 links Leicester with Hinckley and Coventry and the A5 (T) forms the south-western boundary of the County providing an alternative to the M6 from Rugby to Tamworth. The A42 (T) links the Birmingham conurbation and the M42 with the M1 on the northern edge of the County close to East Midlands Airport. The M6 and A14 lie a short distance to the south of the County, briefly entering the County and intersecting with the M1 at junction 19, creating a significant crossroads in the centre of England. The remainder of the County is less well-served with no motorways and limited trunk road networks.

⁶ Source: Leicestershire County Council using 2014 population estimates

⁷ Source: Leicestershire County Council using 2014 population estimates

⁸ Source: Leicestershire County Council using 2014 population estimates

Leicester sits at the centre of a radial network and has a partially completed ring road.

- 3.4 Three principal railway routes run through Leicester & Leicestershire: the Midland Main Line, going south from Leicester to Kettering, Bedford, Luton and London and north to Derby, Nottingham, Sheffield and Leeds; the Birmingham to Peterborough Line which is a cross-country line linking Birmingham, Leicester and Peterborough, via Nuneaton and Oakham; and the Leicester to Coventry link via Nuneaton. A significantly slower line connects Leicester with Lincoln via Melton Mowbray; a freight-only line runs from Leicester to Burton. The historic Great Central Railway provides a tourist route from Loughborough to Birstall on the northern edge of Leicester and a northern arm is now being developed from Loughborough to Ruddington on the southern outskirts of Nottingham.

[Insert diagram showing transportation routes]

The economy

- 3.5 Leicester & Leicestershire is located in the very heart of England and forms the largest economy in the East Midlands generating £22 billion GVA per year. The area accommodates 450,000 jobs and hosts 37,000 trading businesses⁹. Principal sectors of activity are set out in Appendix A (Table 3.1). It is notable that the percentage shares for manufacturing, education, transport & storage and mining & quarrying significantly exceed the average for England.
- 3.6 The current Strategic Economic Plan (SEP) identifies five priority growth areas, each identified on the basis of work being undertaken at that time by the local planning authorities working with the LLEP and the County Council. These are:
- Leicester Urban Area;
 - East Midlands Enterprise Gateway;
 - Coalville Growth Corridor;
 - Loughborough; and
 - South West Leicestershire.
- 3.7 The SEP also identifies four 'transformational priorities':
- **Leicester Launchpad** - a major development and growth opportunity for Leicester focused on the Waterside and Abbey Meadows regeneration areas and the City Centre. This 'Strategic Regeneration Area' provides the potential 'launchpad' to deliver substantial housing, commercial and leisure/cultural developments on a cluster of development sites to create 6,000 jobs.
 - **East Midlands Gateway Strategic Rail Freight Interchange** - a unique 250 acre distribution and logistics development alongside East Midlands Airport and the M1 with a rail terminal providing up to 6 million sq. ft. of large scale warehousing to establish the UK's largest multi-modal hub creating over 7,000

⁹ Source: LLEP statistics

new jobs. Planning permission was granted for this development in January 2016.

- **Loughborough University Science & Enterprise Parks (LUSEP)** - an exceptional opportunity to develop an internationally significant centre for knowledge based employment. The Park is already one of the largest developments of its kind and will provide as many as 4,000 additional jobs and leverage private investment of up to £200m.
- **MIRA Technology Park** - the LLEP's Enterprise Zone which will provide 1.75 million sq. ft. of high quality Research and Development space on an 80 hectare estate, making it the largest transport sector R&D technology park in Europe. It will create over 2,000 direct high value jobs and over 3,000 indirect jobs.

Occupational structure and qualifications

3.8 The dominant employment sectors influence the occupational structure of the workforce. In comparison with the County and England as a whole (See Appendix A Table 3.2), the City has a lower proportion of residents working in jobs which require medium to high skills e.g.:

- managerial roles, directorships and senior officials;
- professional occupations;
- associate professional and technical occupations;
- administrative and secretarial occupations; and
- skilled trade occupations.

3.9 As a result, the City has a higher proportion of residents working in low skilled jobs such as process, plant and machine operatives and particularly elementary occupations. Again, this is notably different to the Leicestershire and England averages but the averages for the County mask significant local variations.

3.10 This pattern is consistent with the qualification levels of the working age population aged 16 to 64 although these have improved significantly in recent years across both the City and the County (See Appendix A Table 3.3).

[Insert graph/diagram]

Average weekly earnings

3.11 There is a significant disparity between weekly full-time resident earnings and workplace earnings (See Appendix A Fig 3.1). This shows that in 2014, average weekly workplace earnings in England were approximately £520 while those of the County and the City were £480 and £470 respectively. The contrast between same figures for resident earnings is even more stark: £520, £500 and £410 respectively. Again, the averaging of earnings across the County masks the wide variation that exists both within and between individual boroughs and districts.

- 3.12 In general terms, however, the statistics show that that the area falls well behind the England average and that the City performs less well than both the County and England as a whole. Considered from a different perspective, however, this demonstrates the potential of the area to perform significantly better than at present and to make a significantly greater contribution to local and national GDP, pro rata, in comparison with areas that have a stronger baseline position.

[Insert graph/diagram]

Population

- 3.13 In terms of Leicester and Leicestershire as a whole, the percentage share of the population within the three principal age ranges (children, working age population and those who are retired) is broadly the same as that for England (See Appendix A Table 3.4). The contrast within Leicester and Leicestershire, however, is more marked with the City having a higher percentage of children and a larger working age population when compared with the County; the County has a significantly higher percentage of people who are retired with particular concentrations in the rural areas. There are also significant variations within individual local authorities.

- 3.14 [Insert para on ethnicity]

- 3.15 [Insert para on housing stock]

- 3.16 [Insert para on retail centres]

Developing our potential

- 3.17 We have undertaken a preliminary analysis of our strengths, weaknesses, opportunities and threats. These are many and varied and reflect the diversity of the City and the County themselves; they are our starting point for preparing the Plan.

Strengths

We have a strong base on which to build a strategy for growth

- **Great location and connectivity** - nationally significant intersection of road, rail and air
- **One of the fastest growing areas in the country** - largest recipient of Growing Places Funding, major infrastructure investment, lower house prices than in other areas
- **Economic diversity** - manufacturing and distribution nationally significant, high proportion of SMEs, food production and agriculture
- **Thriving market towns and popular villages** - characterful and distinctive places
- **Young, diverse, multi-cultural City** with a unique history, growing global tourism appeal and strong city centre
- **Three strong universities** - globally significant in space, engineering and sports science; and high quality FE colleges
- **Distinctive environmental assets** offering an exceptional quality of life
- **Distinctive leisure market** developing around sports, leisure, the arts, etc.

[Leave blank for images/diagrams on strengths]

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Weaknesses

In common with all areas, we do have certain weaknesses but these are capable of resolution

- **Key roads are already congested**, there are problem junctions; city and rural roads are under strain
- **Gaps in the strategic railway network** - poor access to stations, improvements needed to capacity, frequency and speed
- **Limited bus network** in rural areas; some gaps in the City
- **Travel costs high** for low paid, difficult to access jobs
- **Buses poorly co-ordinated with job opportunities**; encourages private car use
- **Low GVA per head of population, unevenly distributed** - highly skilled employees and graduates move away
- **Mismatch of locational pressures for employment** demand and development opportunities
- **Ageing population, not economically active** - increases the need for housing, influences housing mix

[Leave blank for images/diagrams on weaknesses]

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Opportunities

We have genuine opportunities for growth

- Distinctive offer of '**Design, Manufacture, Distribution**'; **sports culture and tourism; food and drink; logistics and distribution**
- **Potential** to export more goods and services
- **Innovation and technology** - potential links to 'smart' specialisations of universities (e.g. space, sports science, engineering)
- **Research and enterprise** - bringing research and enterprise together (e.g. at Loughborough Science and Enterprise Park)
- **The low pay structure** creates the potential for a step change in Gross Value Added (GVA) and pay
- **National infrastructure investment** e.g. rail connectivity to London, East-West Rail, A14 upgrade, HS2
- **East Midlands Airport** – good and getting better
- **Strategic Rail Freight Interchange** – one of the new 'inland ports'

[Leave blank for images/diagrams on opportunities]

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Threats

We need to deal with some threats which would put our growth at risk

- **Match between population, household projections and housing needs** – difficulties in delivering affordable housing
- **Impact of housing shortage** on rural industries/communities where there is a mismatch between high value homes and low GVA per head of population
- **Pressures for growth** - the need to balance scale, pace and infrastructure provision
- **Erosion of local distinctiveness**
- What's happening outside L & L - **competitors stealing a march on us**
- **Lack of skills and mismatch against jobs**, lack of school places in some areas
- **Major economic generators on the edge of the County**; travel-to-work journeys are extending
- **Environmental risks** e.g. Flooding, energy supply

[Leave blank for images/diagrams on threats]

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4.0 A FRAMEWORK FOR DECISION-MAKING

Balancing competing interests

- 4.1 Our analysis shows that the scale and pace of development in Leicester & Leicestershire is both a challenge and an opportunity. We have unique characteristics which make the area particularly attractive to certain sectors of the economy and which contribute significantly to our share of regional and national gross domestic product. Growth in our economy brings with it the need to provide sufficient workers with the right skills at the right time, ideally close to their place of work to minimise congestion on our transport systems. More workers and natural growth in the population mean that we need to plan for sufficient housing, of the right types, in the right locations.
- 4.2 We also have very special social, cultural and environmental assets which enhance our quality of life and make Leicester & Leicestershire a place in which businesses want to invest and people want to live. We have a thriving, multi-cultural city with a strongly developing tourism offer including Richard III, Leicester City Football Club and the Leicester Tigers Rugby Club. We have beautiful countryside, attractive market towns and villages, and historic parks, gardens and battlefields with tourist attractions including Twycross Zoo and the National Forest. Our mineral resources are nationally significant; our woodlands provide places for leisure and support our wider agenda to mitigate and adapt to climate change. Our high quality agricultural land makes a significant contribution to the nation's food supply. All of these assets need to be protected and securing the right balance is our most difficult task.
- 4.3 We therefore need to plan for new development by assessing the benefits of economic growth against the need to protect our environmental assets. We need to invest in real place-making, shaping new developments so that they help to create attractive communities with a mix of land uses that includes schools, shops, open space and leisure facilities provided close to home, essential services close to businesses and cultural facilities building on the existing centres.

Our vision for the future

- 4.4 Our vision for the future is framed around delivering the right growth, at the right time, in the right locations, creating successful residential and business communities that are well-served by essential infrastructure and services, in a landscape where environmental resources are protected and enhanced.

Priorities to guide our work

- 4.5 We have identified several priorities that we will use to guide our work. These are equal in status and reflect our collective ambition to deliver more housing and employment but to do so in a way which respects our environmental and cultural

heritage. They also set out an agenda which will help us to deliver plans which will have a high degree of resilience to social, economic and environmental change. This is part of our move towards a low carbon economy, protecting our critical environmental assets and adapting to climate change, including an agenda for renewable energy.

- 4.6 Our key priorities are identified below. At this stage, this is neither a definitive nor an exhaustive list but one on which we seek the views of local people, businesses and other stakeholders. As we continue our work on the Strategic Growth Plan, developing and enlarging the evidence base, we will refine these priorities to ensure that they achieve the balance that we seek between social, economic and environmental considerations. This work will be set out in the draft and final versions of the Plan and will be used by individual local authorities in the preparation of their Local Plans.

Priority 1: We will provide an effective, available and deliverable supply of land for housing, providing good quality housing in a range of types, sizes and tenures suited to local needs

- 4.7 Government requires us to provide an adequate supply of housing to accommodate the growth that is generated in our area.¹⁰ This needs to be provided at the right time and in the right locations. We have recently commissioned a study of our housing needs and this will form part of the evidence base of the Strategic Growth Plan. Following on from this work, the spatial distribution of new housing will be agreed between the local authorities as part of our Duty to Co-operate discussions. The conclusions from this work will form the basis of the housing land strategy in the Strategic Growth Plan and will be formalised in a revised Memorandum of Understanding (MoU) on housing land supply. As part of this process we will consider how we can provide an adequate supply of affordable housing including 'starter homes'.
- 4.8 We also propose to boost the speed of housing delivery. We consider this to be a significant problem over which, at present, we have limited control. To illustrate the extent of the problem, in Leicester, over the last three years, planning permission has been granted for three times more dwellings than have been delivered¹¹; a similar pattern exists across the County as a whole¹². The reasons for the mismatch between planning permissions and delivery are complex but this matter needs to be addressed if we are to achieve the pace of development that is needed. We will work with government and with the private sector to explore how this problem can be managed.

¹⁰ Reference: National Planning Policy Framework (2012) and National Planning Policy Guidance

¹¹ Source: [Check with Leicester City Council]

¹² Source: [Check with Leicestershire County Council]

Priority 2: *We will strengthen the economic base and maintain its diversity by providing a range of employment sites that respond to the needs of industry.*

4.9 The diversity of the economic base of Leicester and Leicestershire reflects the diversity of the area itself; this is a distinctive characteristic that we value highly. Our strategy for the future, therefore, is based on strengthening each of the principal sectors and supporting their needs wherever there is no significant conflict with social and environmental considerations; we also propose to attract sectors that are new to the area. The LLEP has identified eight priority growth sectors in Leicester & Leicestershire; these are (in alphabetical order):

- Creative industries
- Engineering and advanced manufacturing
- Food and drink manufacturing
- Logistics and distribution
- Low carbon
- Professional and financial services
- Textiles and manufacturing
- Tourism and hospitality

4.10 A focus on these sectors will allow us to support an advanced, thriving and diverse economy occupying a competitive position within national, European and global markets. Our analysis shows that we have the potential to increase significantly our contribution to Gross Domestic Product (GDP) and develop further:

- our potential for ‘*design, manufacture and delivery*’, bringing together three important sectors into one offer;
- the further and higher education sector including our three universities supporting their aspirations for greater commercialisation and research in life sciences, space technology, advanced engineering, etc.; and
- strong rural communities in areas enhancing their role in agriculture, food processing, forestry, tourism, etc.

4.11 We will also explore the extent to which it might be possible to develop a renewable energy and low carbon technology sector which is not well-established at present.

Priority 3: *We will maximise the potential of our transportation corridors to deliver sustainable development and enable the creation of an integrated public transport network across Leicester & Leicestershire*

4.12 Our transportation network is heavily skewed towards the western parts of Leicester & Leicestershire. This means that there is extensive pressure for development in these locations, particularly around the motorway junctions, and there are known bottlenecks. Within the City, a series of relatively modest improvements to the road network would allow some anticipated growth to take place but in other areas more significant interventions would be required; elsewhere more localised improvements

would increase the speed of delivery of growth and prosperity. The lack of adequate road access is currently frustrating the delivery of land for major residential-led development in several locations.

- 4.13 Emerging evidence suggests that targeted improvements in our rail network would deliver major benefits which would support our aspirations for economic growth, increase GDP significantly, both in our area and elsewhere, improve accessibility to public transport and potentially support growth in new locations. Through the Strategic Growth Plan, we will support transport linkages, infrastructure improvements and network improvements which remove or at least reduce bottlenecks in the existing system and, at the same time, promote a shift towards non-car travel and increased use of the rail network for both people and goods. This will be achieved through the integration of land use allocations, infrastructure improvements and genuinely mixed use, sustainable development which also encourages walking, cycling, the use of buses and other forms of public transport and working from home to reduce the need to travel.

Priority 4: We will support the City of Leicester, Loughborough, Hinckley and the other market towns across the County as accessible business, service and cultural centres

- 4.14 Leicester sits at the heart of the County and is the tenth largest city in the UK. In recent years, the City Council has invested significant time, effort and money in the regeneration of its older urban centre and the pace of change is accelerating with the private sector starting to respond. Similarly, Loughborough, Hinckley and the other market towns across the County are developing their role as important centres within the settlement hierarchy.
- 4.15 We recognise the benefits that derive from having strong urban centres that provide a mix of uses, appropriate to their scale, and act as a focus for the rural areas. By locating much of the area's development requirements in the principal settlements we can make the most of existing urban infrastructure and improve accessibility to jobs and services, reduce resource consumption and the need to travel by car. We will therefore strengthen the critical mass of the City, Loughborough, Hinckley and the market towns so that they serve as major economic drivers supporting a more competitive, strong and stable economy for the area and become vibrant centres for commerce, learning, leisure and living. This builds upon the recent work by the local authorities and the LLEP to deliver growth in these locations.
- 4.16 Within these settlements, we will prioritise land release using the sequential approach i.e. assessing the potential of land within urban areas and thereafter on the edge of these areas subject to environmental constraints. Recognising the need for existing communities to grow, limited development in other settlements, including those in the rural areas, will be allowed to accommodate local need. It is essential that new development is integrated with existing community infrastructure or makes new provision.

Priority 5: We will promote prosperous and sustainable rural communities

- 4.17 Our rural communities play an important role in our economy and as places where people live. Increasingly, however, the local authorities are aware of their ageing population, strained local services, limited public transport and the need for affordable housing. Most rural areas are under significant pressure for development but there is often a mismatch between the type, size and tenure of housing that is needed and that which is promoted by developers. Many rural areas make a significant contribution to the local economy in terms of agriculture and food production but local businesses are constrained by the availability of labour and premises, and sometimes also by the quality of infrastructure including high speed broadband.
- 4.18 Within the rural areas, we will provide land for housing and employment growth, proportionate to the needs of local residents and businesses, together with infrastructure, subject to environmental capacity. We will also address other factors that frustrate local growth including the lack of high speed broadband; better access to the internet would allow people in the rural areas to work in, and create businesses in, the countryside, reducing the need to travel.

Priority 6: We will protect and enhance the quality of the area's built and water environments, landscape, biodiversity and natural resources.

- 4.19 Our built and natural environments, landscape, biodiversity and natural resources are our critical environmental assets; they are the features that shape the character of our area, create a sense of place and increase our quality of life. They provide a setting for our new homes, and enhance places and landscapes as economic drivers and tourist destinations. We will therefore continue to protect our important landscape settings, historic areas and natural environments.
- 4.20 As part of this process, we will enhance the condition and connectivity of the networks of green spaces and watercourses within and between settlements to reduce flood risk, support cycling and walking, increase tree planting and carbon capture, support biodiversity and provide better habitats, enabling leisure opportunities, and supporting agricultural and economic potential. We will also support resource security by protecting finite resources such as minerals, soils and prime agricultural land. We will safeguard and, where appropriate, enhance wildlife habitats, sensitive green spaces, forestry, watercourses, wetlands, floodplains, species and wildlife corridors, landscapes, parks, townscapes, archaeology, historic buildings and monuments.

Priority 7: We will seek to achieve high standards of design and environmental sustainability in all new development, responsive to local distinctiveness

- 4.21 Leicester was the first 'Environment City' in the UK thereby providing a launch pad from which to develop a more extensive environmental offer. On all new development, we will support the development industry to design in at the outset high resource efficiency standards, supported by a mix of uses and facilities. We will ensure that the arrangement, layout, design, density and mix of development reflect the character of the area and we will consider developing a design guide for Leicester & Leicestershire. We will support the switch to a low carbon and zero waste economy by providing for appropriate infrastructure and improvements in our resilience to climate change and other potential risks. Green space, watercourses and infrastructure networks will be used to support this agenda and as part of an adaptation process to future proof places against future climate change.

Priority 8: We will focus on the importance of place-making, delivering high quality development which supports the needs of both existing and new communities.

- 4.22 Quality of life is important to us. Planning for growth requires more than just setting targets for housing, employment land and jobs. We want to raise the bar in terms of the quality of development that is delivered so that new development becomes an asset to both existing and new communities and delivers the infrastructure and services that are required. In doing so, we will focus on place-making, creating real communities with a sense of place and purpose, in an environment which reflects our local distinctiveness. We will work with public, private, business and community interests to address existing problems and to devise solutions which achieve a balance of interests.

5.0 PREPARING A STRATEGY FOR GROWTH

- 5.1 This document represents the first stage in the preparation of the Strategic Growth Plan. It is being prepared at a time when we are assembling the evidence base and considering the scope and likely content of the plan. In this section of the document we summarise the position on some key documents that are being put in place as part of the evidence base and identify the types of options that we will assess when considering where development should be located. The evidence base will continue to be developed and the options will be refined as we work through this process.
- 5.2 The evidence base is being assembled in such a way that it will provide detailed information for the periods to 2031 and 2036. This will allow local authorities to co-ordinate their current work on Local Plans and assist in discussions relating to the Duty to Co-operate; the Strategic Growth Plan will reflect this work. The Strategic Growth Plan will also take a longer term perspective and set out the aspirations of the local authorities and the LLEP for period beyond 2036, potentially to 2050. The difficulties of planning for the longer term are acknowledged but equally we recognise that, if major development or infrastructure development were to be needed, enabling development might need to be put in place at an earlier stage.

Assembling the evidence base

Housing and Economic Development Needs Assessment (HEDNA)

- 5.3 The local authorities and the LLEP have commissioned an assessment of housing and economic development needs to determine the extent to which, if at all, the existing work needs to be updated. This will help to identify the broad scale of development that will need to be accommodated within Leicester & Leicestershire, as a whole, and individually for each Borough and District to 2031 and 2036. In the case of new housing, this will be an objective assessment of needs based on national statistics for population and households, as modified to reflect local circumstances within the Housing Market Area. In the case of economic development, forecasts for economic growth will be adjusted to take account of planning permissions granted, other schemes which are well-advanced and the perceived potential for growth in key sectors of the Leicester & Leicestershire economy.
- 5.4 The evidence will provide a comprehensive assessment, unconstrained by local policies, to be used as a starting point for the preparation of the Local Plans of the constituent authorities; it will also improve the defensibility of those plans in line with the need to meet the 'Duty to Co-operate'. One output of this work will be a new Memorandum of Understanding, agreed by all local authorities, which will replace the current version and will be used as a basis for further work.

Transportation modelling: 2026-31

- 5.5 The local highway authorities have completed a study of the impact of new development on the transportation system in the period 2026-31. This has concluded that, whilst some improvements to the network are needed, the current predicted levels of development can be accommodated without the need for major new transportation schemes being delivered during this period. Additional, more detailed, work is being undertaken for the Principal Urban Area and for several of the Boroughs and Districts.
- 5.6 The transportation model which underpins this study is currently being updated and, when this update is complete, the model will be used to assess the impact of growth beyond 2031, using the targets from the Housing and Economic Development Needs Assessment (HEDNA) as an input. Separately, more detailed transport impact and mitigation work will be undertaken within individual local authority areas, to inform Local Plan preparation in the period up to 2031 or 2036 and to inform the Strategic Growth Plan in the longer term. Future work will also consider the need for strategic improvements in the highway network allied to major growth.

Strategic Rail Study: to 2043 and beyond

- 5.7 Network Rail is already planning the improvements to the national rail network for the period up to 2043. A number of authorities within Leicester & Leicestershire, therefore, commissioned work to assess the need for investment in the local area. The study identified four draft priorities for improvement to the rail system:
- to maximise the benefit from the Midland Main Line services;
 - to achieve the best result from the implementation of HS2 Phase 2;
 - to improve, radically, direct fast connectivity to key regional and national destinations; and
 - to ensure that rail access and development are planned together.

Sustainability Appraisal/Habitat Regulations Assessment

- 5.8 As the Strategic Growth Plan will be used as a framework for the preparation of Local Plans, the authorities have commissioned a Sustainability Appraisal and a Habitats Regulation Assessment. A Sustainability Appraisal is a systematic process that must be carried out during the preparation of a plan. Its role is to promote sustainable development by assessing the extent to which the emerging plan, when judged against reasonable alternatives, will help to achieve relevant environmental, economic and social objectives. A Habitats Regulation Assessment is a process which helps to determine the likely significant effect of development on the integrity of wildlife sites designated as being of European importance. This work will be undertaken on an iterative basis at key stages during the course of the preparation of the Plan. Undertaking these processes will help make the Plan more robust and defensible.

Sector Growth Studies

5.9 The LLEP has commissioned work on eight sectors of the economy, the purpose of which is to understand the nature of the industry, its potential as a key sector of the Leicester & Leicestershire economy and its future requirements in terms of land, infrastructure and business support. The sectors are:

- Creative industries
- Engineering and advanced manufacturing
- Food and drink manufacturing
- Logistics and distribution
- Low carbon
- Professional and financial services
- Textiles and manufacturing
- Tourism and hospitality

Market Towns Study

5.10 Research has been commissioned across eleven market towns across Leicestershire. This has highlighted the importance of the market towns to the local economy and has calculated that they provide employment for over 25,000 people. The study has concluded that relatively modest economic growth in percentage terms could deliver significant economic benefits in absolute terms.

Other studies

5.11 Other studies will be commissioned as necessary during the course of preparing the Plan.

Options for the spatial distribution of growth

5.12 Whilst the Housing and Economic Development Needs Assessment (HEDNA) will identify the amount of growth that needs to be delivered, there need to be discussions relating to the potential spatial distribution of that growth informed by the circumstances of each Local Authority. In practice, there is a range of options for accommodating new growth and the Strategic Growth Plan will need to consider which of these options are most appropriate across all or part of Leicester & Leicestershire. In all but the most exceptional circumstances, it is anticipated that the final spatial distribution will include several of these options in the final portfolio of solutions. Possible options include:

Urban intensification [insert generic diagram]

5.13 Urban intensification involves the development of existing sites within the urban area. It includes the redevelopment of existing land and buildings ('brownfield' sites) and/or

the development of land that previously has remained as open space. Derelict, vacant and underused land can all contribute to the potential supply which might be generated by business closures, local authority estate regeneration and other changes in the urban fabric. Density of redevelopment is an important consideration and redevelopment can take place at a density similar to that of the surrounding area or at a higher, or lower, levels depending upon considerations such as patterns of accessibility, townscape, local character, land use, etc.

- 5.14 In most cases, when assessing the need for new development, it is appropriate to make provision for the re-use of existing sites but this needs to be done on a realistic basis and the viability of development will need to be tested and demonstrated.

Sustainable Urban Extensions or Strategic Development Areas [insert generic diagram]

- 5.15 Sustainable Urban Extensions (SUEs), sometimes referred to as Strategic Development Areas (SDAs), have formed part of the development portfolio for Leicester & Leicestershire for many years. They are large areas of land, adjoining the existing urban built up area, with good accessibility to existing urban areas and potential for the exchange and mutual support of services and facilities. They are often located close to areas where there is the greatest pressure for development and can comprise either brownfield or greenfield land or a combination of the two.
- 5.16 In general terms, SUEs comprise at least 500 dwellings but, more normally, range in scale from 1,500-3,500 dwellings, of sufficient scale to support the necessary infrastructure. Most usually, SUEs and SDAs are planned as mixed use communities with new schools, shops and local services to service the needs of the new community. Landscape and townscape appraisal needs to form an important part of site selection and techniques to maintain the separation of existing settlements, where appropriate, need to be considered as part of the process.

Concentration on key settlements [insert generic diagram]

- 5.17 Most areas have a defined hierarchy of settlements that range from one or more dominant cities, through a series of towns, of varying size, to villages and isolated hamlets. Within this hierarchy, key settlements can be identified which provide, or have the potential to provide, services, facilities and a high level of accessibility. New development can also help to support local services which might be declining or bring benefits to an area which is deficient in these. Sometimes, key settlements have particularly large or expanding businesses which would benefit from a greater pool of potential employees. Creating the opportunity to live and work in close proximity can reduce unnecessary travel-to-work provided but it is important to demonstrate that the employment opportunities are genuinely viable and deliverable.

Dispersed growth [insert generic diagram]

- 5.18 At one level, dispersed growth recognises that settlements need to expand if the requirements of existing communities are to be accommodated e.g. as children set up their own homes they might wish to remain in the same area as their families. This type of growth is often relatively limited in scale and provision can be made in neighbourhood plans for such development. Alternatively, a strategy for dispersal can be prompted by the notion that one or more urban areas are reaching their point of maximum capacity in which case new growth might need to be accommodated elsewhere.

Public transport corridors [insert generic diagram]

- 5.19 Public transport corridors provide the opportunity to located new development in areas where there is good accessibility to public transport. Most usually this would be along strategic rail corridors where there is the spare capacity and/or growth potential in the rail network; the focus would be on areas closest to the stations or where new stations could be provided. Extension, expansion or intensification of commercial and supported bus services can also play an important role given the extensive network as compared with rail, especially when bus routes co-exist with rail stations thereby enabling multi-modal interchanges to be established. This enables an integrated public transport system to become established.. This option could be combined with some of the other options above e.g. urban intensification or strategic urban extensions.

Employment-led growth [insert generic diagram]

- 5.20 Employment driven allocations are prompted by the desire to locate new housing and employment close to each other to provide the opportunity for reduced commuting and living close to places of work. This helps to ensure a broad balance between housing and jobs but much depends on the deliverability and viability of the employment provision, and that a direct link between those homes and jibs can be maintained.

New settlements (towns or villages) [insert diagram]

- 5.21 This option builds upon the notion that existing cities, towns or villages are reaching their maximum capacity and that, under certain circumstances, it might be preferable to direct new development to either a new location or a series of new locations. This option can be combined with the option of concentrating new development in key settlements; the essential difference is one of scale. Current government advice suggests that the minimum scale for a new settlement would be around 1,500 dwellings; the potential benefits arising from the government's garden towns' prospectus will be considered in this context. Conventionally, new settlements take

some time to deliver due to the need to provide infrastructure and so would tend to deliver new development in the medium to longer term.

Developing the strategy

- 5.22 We are at an early stage in the preparation of the Strategic Growth Plan. The evidence base is being assembled, the options for the spatial distribution of growth are only just starting to be considered but it is obvious that the Plan will not start with a blank sheet. The local authorities are already preparing Local Plans to 2031 or 2036 and efforts to align these current plans, and to ensure they can respond and accommodate the Strategic Growth Plan are in line with the Duty to Co-operate. In addition the LLEP has undertaken a considerable amount of work on likely future growth sectors and locations.
- 5.23 Development has already started in key locations and it makes sense to complete these works. Several of our key economic generators and academic institutions are in fixed locations and it may be desirable to co-locate new investment where they can build upon existing facilities. In other areas, environmental assets might need to be protected and enhanced.
- 5.24 These existing frameworks will be the starting point for our work so that the Strategic Growth Plan will be a natural evolution of current policies and proposals, amended, developed, enhanced and justified with reference to the emerging evidence base.

6.0 NEXT STEPS

6.1 This document is the first stage in the process of preparing the Strategic Growth Plan. The work will continue to evolve in terms of commissioning new evidence and using this to inform our decision on the way forward. The Next Steps are set out in the diagram below.

Timescale	
Summer 2016	Consultation on the Strategic Growth Statement (this document)
	Continue to develop the evidence base
	Initial consideration of spatial options
Autumn 2016	Consideration of consultation responses on the Strategic Growth Statement
	Continue to develop the evidence base
	Further consideration of spatial options
Winter 2016	Finalise housing numbers and employment land requirements – new Memorandum of Understanding
Summer 2017	Draft Strategic Growth Plan
	Consultation on Draft Strategic Growth Plan
Autumn 2017	Consideration of consultation responses on Draft Strategic Growth Plan

APPENDIX A: Key Statistics

Sector	L & L (%)	England (%)
Agriculture, Forestry & Fishing (A)	0.1	1.3
Mining, quarrying & Utilities (B, D and E)	2.5	1.1
Manufacturing (C)	14.0	8.2
Construction (F)	3.6	4.5
Motor Trades (Part G)	2.0	1.8
Wholesale (Part G)	5.2	4.2
Retail (Part G)	9.1	10.0
Transport & Storage (including postal) (H)	6.1	4.5
Accommodation & Food Services (I)	5.8	6.9
Information & Communications (J)	2.5	4.2
Financial & Insurance (K)	2.1	3.7
Property (L)	1.4	1.9
Professional, Scientific & Technical (M)	7.7	8.3
Business Administration & Support Services	7.8	8.4
Public Administration & Defence	4.5	4.4
Education (P)	10.5	9.2
Health (Q)	10.8	12.8
Arts, Entertainment, Recreation and Other Services (R, S, T and U)	4.4	4.6

Role	Leicester (%) (2014)	Leicestershire (%) (2014)	England (%) (2014)
Managers, directors and senior officials	8.3	11.3	10.4
Professional occupations	16.4	18.4	19.9
Associate professional & tech occupations	11.4	14.4	14.3
Administrative & secretarial occupations	7.8	11.0	10.7
Skilled trades occupations	7.6	11.6	10.5
Caring, leisure & other service occupations	9.6	8.4	9.1
Sales and customer service occupations	8.5	7.4	7.7
Process, plant and machine operatives	10.7	7.1	6.3
Elementary occupations	18.6	10.3	10.7

Table 3.3: Qualifications 2009-2014¹⁵

¹³ Source: LLEP web site

¹⁴ Source: LLEP web site

	NVQ2 and above		NVQ4 and above	
	2009	2014	2009	2014
Leicester	51.1	66.8	22.4	29.8
Leicestershire	70.2	75.8	29.5	34.7
Leicester and Leicestershire	63.7	72.6	27.1	33.0
England	64.9	73.2	29.6	35.7

[INSERT Fig 3.1 from LLEP]

Table 3.4¹⁶: Percentage share of population by age group

	Leicester City	%	Leicestershire County	%	L & L	%	England	%
Under 15 (number)	65,200	20	109,300	17	174,500	18	10,022,800	19
15 to 64	227,400	69	425,800	65	653,100	67	34,329,100	65
Over 64	37,200	11	115,400	18	152,700	16	8,660,500	16
Total Population	329800	100	650,500	100	980,300	100	53,012,500	100

¹⁵ Source: LLEP web site

¹⁶ Source: LLEP web site

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Hinckley & Bosworth
Borough Council

A Borough to be proud of

Delivering our Corporate Plan - Performance report 2015 - 2016

Welcome to Hinckley and Bosworth's annual performance report. In this report we aim to provide you with what we have achieved in line with our Corporate Plan Vision:

To make Hinckley & Bosworth **'A Borough to be proud of'**

In order to achieve our **vision**, there are four **aims** which drive our service activities, these are:

1. Creating a vibrant place to work and live

2. Empowering communities

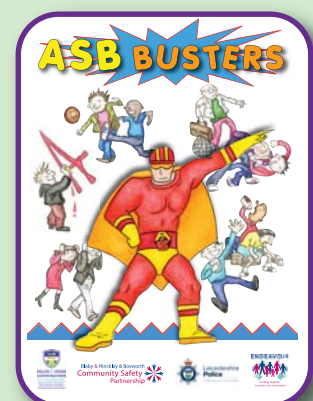
3. Supporting individuals

4. Providing value for money and pro-active services

Residents

Hinckley and Bosworth has a resident population of 107,722 which represents 10.71% of the total Leicestershire County resident population of 1,005,558.

Hinckley and Bosworth's resident population is 50.8% female and 49.2% male.



Creating a vibrant place to work and live

Achievements this year include:

Completion of £60M Crescent shopping and leisure scheme in Hinckley Town Centre with 80% of floor space let. The scheme saw over 2,000 people employed during construction.

Delivered the new Hinckley Squash and Racquet Club facility on Tungsten Park on time and within budget.

Introduced new planning enforcement protocol to take a more proactive approach to planning enforcement and dealt with 280 cases successfully.

Commercial Team food inspections in 517 premises 4% above target.

Review completed to support the 870 licences and permits issued, 203 premises and 76 gambling inspections carried out every year.

Dog warden service was awarded the highest possible accolade of 'golden footprint' award by the R.S.P.C.A Dog micro-chipping was promoted ahead of the mandatory requirement from 6 April 2016 leading to 140 dogs being chipped at events.

Completed a markets review, development plan, action plan and a successful markets audit during a very challenging year for the market.

Upgraded and installed 15 CCTV cameras to latest specifications which includes Wi-Fi capability plus a new maintenance contract procured covering Hinckley, Barwell and Earl Shilton town centres.

Completion of £17M A5 dualling scheme, new cycle ways and launch of the MIRA Employment Bus.

Delivered 3rd annual children's Snapdragon festival attended by over 10,000 people during the week long festival.

Successful Christmas lights switch on with over 17,000 people attending, supported by sponsorship secured from Tesco, Hinckley.

King Richard III re-internment and continued development of Tourism Partnership.

Provision of two new outdoor exercise areas (Richmond and Queens parks) with an investment of £22,000 (£11,000 for the supply and installation of each one).

Hollycroft Park won Green Flag award for 6th year in a row.

New local Creative Arts Network launched.

The Environmental Improvement Programme 2015/16 delivered 15 new projects with an investment of £33,200.

Empowering communities

Achievements this year include:

100% response time achieved for planning and licensing consultations. 99% of service requests responded to within 2 working days (1299 service requests received) with 23 formal notices served.

16 successful funding bids: from 13 different funders bringing in £561,001 in to the borough for sport and health.

Winning the AEGON Disability Programme of the Year for Leicestershire: The scheme provides people with special needs the opportunity to learn, play and develop their tennis skills, at Hinckley Town Tennis Club and Desford Lawn Tennis Club.

Engaged with 23 local businesses on Active Travel, 8 receiving a healthy roadshow event for their employees.

Over 200 targeted families' members have engaged in Sport and physical activity. (297 individuals)

Provided inclusive fun and creative play sessions for 31 children at Dorothy Goodman School.

Establishment of Resident Involvement Strategy following both officer and tenant consultation.

Successfully delivered a residents day and awards ceremony recognising groups and individuals who have made a difference in their local community.

How well informed residents feel about what the council does has improved this year, especially on: how the council spends its money, up 18%, knowing what standard of service customers should expect, up 17%, whether the council is delivering on its promises, up 17% (source: Satisfaction survey 2015/16).

Facebook 'likes' increased from 804 to 1524 (89.5%); Twitter 'followers' increased from 3249 to 4019 (23%).

Website gained 4 stars in SOCITM's Better Connected scheme.

Establishment of a Rural Strategy for the Borough, informed by a very well received and attended inaugural rural conference in December 2015.

In 2015/16 the Parish and Community Initiative Scheme received 26 applications from across the Borough and a total of £63,321 was awarded to 23 schemes.

Supporting individuals

Achievements this year include:

Local Democracy and voice work- 2 very successful events held with positive outcomes and forward plan to further develop and enhance with our local schools.

Successfully commissioned the Voluntary and Community Sector to deliver a broad range of front line services to help maintain good mental health and well-being within our community. £30,300 funds were allocated via our VCS Commissioning Board, the only District within Leicestershire to have these local VCS arrangements.

Increased take up of private lifelines with over 600 residents now linked, through increased marketing, revised leaflets, enabling more older people to remain safe in their own homes and communities.

Established a successful 'Lightbulb pilot' at Barwell GP surgery to assist people to access practical housing support to enable them to live healthily within their homes, keeping vulnerable people independent in their homes and helping to avoid unnecessary hospital admissions or GP visits and facilitating timely hospital discharge.

Halved the use of Bed and Breakfast accommodation for homeless people with a case management approach, working very closely with the applicant to ensure they act upon advice given and prevent homelessness where ever possible.

Since January 2015 we have offered 14 work placements. We have recently placed in elections, refuse and housing repairs.

Secured £36K partnership locality funding from the PCC to deliver community safety projects in the locality. All community safety projects were delivered, all of which achieved targets and many of which far exceeded targets.

Worked with and engaged with over 2500 young people in schools to educate them on issues such as cyber bullying, drugs and alcohol, legal highs etc.

Worked with over 200 victims of Domestic Abuse via our outreach service and therapeutically with 76 children who have witnessed abuse.

Proactively tackled anti-social behaviour with excellent partnership arrangements via the Endeavour Team, leading the way countywide in the use of ASB Powers such as Closure orders and civil injunctions to tackle ASB. (4 closure orders/3 civil injunctions).

There has been a decrease in overall crime, with violence with injury seeing a significant 24% decrease.

Providing value for money and pro-active services

Achievements this year include:

Secured additional funding for Falls Prevention research programme, as part of countywide project to support older people.

Opened £15M Hinckley Leisure Centre on time and on budget. Over 10,000 people visited during the Discovery Weekend.

The Planning Policy Member Working Group now meets regularly to update Members on strategic county wide and local planning matters.

Improvements to the Planning Committee process have commenced. The Planning Committee report template has been revised to provide greater clarity and to address consistency issues. Additional member training is being programmed for later in 2016.

Maintained and managed the Council's commercial property portfolio. With an overall occupancy over this financial year of 95% with an annual rental income of £1,150,000.

Migrated the Data Centres from Oadby and Blaby to HBBC:

- Upgraded server infrastructure
- Upgraded web security system
- Implemented new data storage system

In April 2015 the Revs and Bens Partnership implemented a full restructure. Billing and recovery teams were merged and there has been an ambitious training and resource program to create generic Council Tax and Business Rate officers. Team now able to deal with council tax and business rates enquiries and tasks from start to finish, which provides a much improved service for customers.

Apprenticeship scheme: As at January 2016 we have four apprentices - one in Finance and three in Revs and Bens. Two apprentices have recently secured permanent posts in Housing and Planning. HR will remain actively working with managers when vacancy opportunities arise.

We have reduced the average void turnaround time from 33 days last year to 30 days.

Emailing of debtor invoices to reduce costs of postage and printing - now fully implemented, and all clients being encouraged to take up the facility. This is leading to increased efficiencies in the processing of invoices.

Introduction of garden waste charge - £600k income collected and 50% take up.

Significant increase in trade waste customers / income to the Council - £197k income collected.

122 press releases issued.

Positive bench marking of grounds maintenance and green space through APSE – finalist in the best performer in parks, open spaces and horticultural services category.

In the year 1 April 2015 to 31 March 2016, the Council gave consent for 388 new dwellings and approximately 108,000m² of new employment floor space (including A and B use classes).

High performing indicators

The council also monitors performance of objectives that are measurable, in the way of performance indicators. The following indicators this year have performed significantly well against targets which are set in a way that helps the council improve service delivery:

Invoices paid on time	actual: 99.16%	target: 98.50%
Facilities Management (HUB) achievement of customer service requests within 10 days	actual: 100.00%	target: 90.00%
Customer services, satisfaction on the telephone	actual: 97.61%	target: 95.00%
Planning: enforcement complaints acknowledged within 3 days	actual: 100%	target: 95.00%
Planning: enforcement complaints responded to within 15 days	actual: 100.00%	target: 95.00%
Housing repairs: % of Priority 1 works completed on time	actual: 100.00%	target: 100.00%
Average time (days) to re-let General needs Housing	actual: 18	target: 20
Building Control receipts sent within 4 working days from deposit	actual: 99.83%	target: 99.00%
Licenses issued in 30 days	actual: 99.00%	target: 96.00%
Freedom of information requests processed within 20 days	actual: 100.00%	target: 99.00%
Satisfaction - Housing Repairs	actual: 95.05%	target: 92.00%
Number of households living in temporary accommodation	actual: 5	target: 20



Hinckley & Bosworth
Borough Council

A Borough to be proud of

Overview and Scrutiny Work Programme 2016-2017

JUNE 2016

SCRUTINY COMMISSION

TIMETABLE

Date	Issue	Reason	Outcomes	Lead Officer	Supports corporate aims
16 June 2016	Public Space Protection Order	Scrutiny prior to Council decision	Awareness of process and outcomes	Rob Parkinson	1
16 June 2016	Fixed penalty notices for fly tipping	Scrutiny prior to Executive decision	Discuss options and agree process	Rob Parkinson	1
16 June 2016	Efficiency Plan			Steve Atkinson	All
16 June 2016	Corporate Plan performance report 2015-16	Review performance against the Corporate Plan	Ensure visions and aims are achieved	Julie Kenny	All
16 June 2016	Site allocations adoption	Scrutiny prior to Council decision	To allow input before decision	Nic Thomas	1
16 June 2016	Strategic growth statement and growth plan costs	Scrutiny prior to Council decision	To allow input before decision	Nic Thomas	1
16 June 2016	Corporate Structure	Scrutiny of proposals prior to Council decision	To allow input before decision	Steve Atkinson	All
11 August 2016	Economic Regeneration Action Plan	Update on progress against action plan	Information	Nic Thomas	1
11 August 2016	Environmental Improvement Programme	Report on schemes during the last year	Information	Nic Thomas	1
11 August 2016	Major projects update	Request of Commission	Analyse progress, monitor delivery against capital programme		1
11 August 2016	Update on SUEs	Request of Commission	Monitor progress	Nic Thomas	1
6 October 2016	Housing & Planning Act	Request of Commission	Briefing on regulations of Housing & Planning Act and implications for HBBC	Sharon Stacey	All
6 October 2016	Affordable Housing delivery	Update on delivery	Information	Nic Thomas	1, 3

Date	Issue	Reason	Outcomes	Lead Officer	Supports corporate aims
	update	against requirements			
6 October 2016	Update on credit union	Request of Commission	Monitor success and ensure progress	Edwina Grant	3
6 October 2016	Planning appeals update	Six-monthly update	Monitor performance at appeals	Nic Thomas	4
6 October 2016	Garden waste scheme	Request of Commission	Monitor take-up of scheme	Caroline Roffey	4
6 October 2016	Update on car parking in Hinckley town centre	Request of Commission to follow up previous discussion	Ensure adequate provision and value for money	Caroline Roffey	1, 4
6 October 2016	Burials	Request of Commission	Ensure future provision	Caroline Roffey	3
8 December 2016	Value for money of in-house services			Caroline Roffey	4
9 February 2017	S106 contributions update	Annual update	Ensure money is being allocated and used	Nic Thomas	2
20 April 2017	Parish & Community Initiative Fund	Annual report	Recommendations to SLB	Caroline Roffey	1, 2, 4

FINANCE & PERFORMANCE SCRUTINY

Date	Issue	Reason	Outcomes	Lead Officer	Supports corporate aims
20 June 2016	Performance & Risk end of year report 2015/16	To scrutinise performance and improvement	Identify improvements	Cal Bellavia	All
20 June 2016	Tenant Evaluation Team review projects	To seek comment on review projects	Involved and empowered tenants	Clive Taylor	1, 2, 4
25 July 2016	Capital & revenue outturn, 1 st quarter	Monitor budgets and capital programme	Ensure effective use of resources	Ashley Wilson	All

Date	Issue	Reason	Outcomes	Lead Officer	Supports corporate aims
25 July 2016	Performance & risk update, 1 st quarter	To monitor performance in-year	Identify improvements	Cal Bellavia	All
25 July 2016	Aged debts, 1 st quarter	Monitor levels of debt	Ensure recovery processes are robust	Ashley Wilson	4
25 July 2016	Business rates retention, 1 st quarter	Monitor levels of retention and pooling arrangements	Ensure appropriate arrangements and value for money	Ashley Wilson	4
25 July 2016	Treasury management annual report 2015/16	Inform of treasury management activity	Ensure compliance with policy	Ashley Wilson	4
19 September 2016	Treasury management, 1 st quarter	Inform of treasury management activity	Ensure compliance with policy	Ashley Wilson	4
21 November 2016	Capital & revenue outturn, 2 nd quarter	Monitor budgets and capital programme	Ensure effective use of resources	Ashley Wilson	All
21 November 2016	Performance & risk update, 2 nd quarter	To monitor performance in-year	Identify improvements	Cal Bellavia	All
21 November 2016	Aged debts, 2 nd quarter	Monitor levels of debt	Ensure recovery processes are robust	Ashley Wilson	4
21 November 2016	Business rates retention, 2 nd quarter	Monitor levels of retention and pooling arrangements	Ensure appropriate arrangements and value for money	Ashley Wilson	4
21 November 2016	Treasury management, 2 nd quarter	Inform of treasury management activity	Ensure compliance with policy	Ashley Wilson	4
30 January 2017	Budget (joint with Scrutiny Commission)	To scrutinise budget proposals prior to Council decision	Ensure value for money		4
3 April 2017	Capital & revenue outturn, 3 rd quarter	Monitor budgets and capital programme	Ensure effective use of resources	Ashley Wilson	All
3 April 2017	Aged debts, 3 rd quarter	Monitor levels of debt	Ensure recovery processes are robust	Ashley Wilson	4
3 April 2017	Business rates retention, 3 rd quarter	Monitor levels of retention and pooling	Ensure appropriate arrangements and	Ashley Wilson	4

Date	Issue	Reason	Outcomes	Lead Officer	Supports corporate aims
		arrangements	value for money		
3 April 2017	Treasury management, 3 rd quarter	Inform of treasury management activity	Ensure compliance with policy	Ashley Wilson	4
3 April 2017	Performance & risk, 3 rd quarter	To monitor performance in-year	Identify improvements	Cal Bellavia	All

To programme

Living / minimum wage

Libraries

Burial services

Key to corporate aims

1 – creating a vibrant place to work and live

2 – empowering communities

3 – supporting individuals

4 – providing value for money and pro-active services

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