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Hinckley & Bosworth
Borough Council

Bill Cullen MBA (ISM), BA(Hons) MRTPI
Chief Executive

Date: 23 March 2022

To: Members of the Scrutiny Commission

Cllr MR Lay (Chairman)
Cllr C Ladkin (Vice-Chairman)
Cllr P Williams (Vice-Chairman)
Cllr JMT Collett
Cllr DS Cope
Cllr MJ Crooks

Cllr SM Gibbens
Cllr K Morrell
Cllr A Pendlebury
Cllr MC Sheppard-Bools
Cllr R Webber-Jones

Copy to all other Members of the Council

(other recipients for information)

Dear member,

There will be a meeting of the **SCRUTINY COMMISSION** as a virtual meeting via Zoom on **THURSDAY, 31 MARCH 2022 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 Manager

SCRUTINY COMMISSION - 31 MARCH 2022

A G E N D A

1. **APOLOGIES AND SUBSTITUTIONS**

2. **MINUTES (Pages 1 - 8)**

To confirm the minutes of the meetings held on 27 January and 10 February 2022.

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 12.

6. **PARISH & HINCKLEY COMMUNITY INITIATIVE FUND - ALLOCATION OF GRANTS 2022-23 (Pages 9 - 20)**

To seek endorsement of the allocation of the Parish & Community Initiative Fund and Hinckley Community Initiative Fund 2022/23.

7. **AFFORDABLE HOUSING DELIVERY - ANNUAL UPDATE (Pages 21 - 26)**

To inform members of the delivery of affordable housing in the borough.

8. **COUNCIL HOUSING ASSET MANAGEMENT STRATEGY (Pages 27 - 64)**

To present the council's five year council housing asset management strategy.

9. **SCRUTINY COMMISSION WORK PROGRAMME (Verbal Report)**

10. **MINUTES OF FINANCE & PERFORMANCE SCRUTINY (Pages 65 - 68)**

Minutes of the last meeting, for information.

11. **ANY OTHER ITEMS OF BUSINESS WHICH THE CHAIRMAN DECIDES HAVE TO BE DEALT WITH AS MATTERS OF URGENCY**

As announced under item 3.

HINCKLEY AND BOSWORTH BOROUGH COUNCIL

SCRUTINY COMMISSION

27 JANUARY 2022 AT 6.30 PM

PRESENT: Cllr MR Lay - Chairman
Cllr C Ladkin and Cllr P Williams – Vice-Chairman
Cllr JMT Collett, Cllr MJ Crooks, Cllr SM Gibbens, Cllr K Morrell and
Cllr MC Sheppard-Bools

Also in attendance: Councillor MA Cook, Councillor KWP Lynch and Councillor
HG Williams

Officers in attendance: Matthew Bowers, Bill Cullen, Simon D Jones, Sharon
Stacey and Ashley Wilson

304. **Apologies and substitutions**

Apologies for absence were submitted on behalf of Councillor Webber-Jones. It
was noted that Councillor Pendlebury would arrive late.

305. **Minutes**

It was moved by Councillor Williams, seconded by Councillor Sheppard-Bools
and

RESOLVED – the minutes of the meeting held on 18 November be
confirmed as a correct record.

306. **Declarations of interest**

No interests were declared at this stage.

307. **Healthcare in Leicestershire**

A representative of Leicestershire & Rutland CCG provided an update on
healthcare in the borough.

(Councillor Pendlebury entered the meeting at 6.35pm).

The update focussed on the development of a health plan for Hinckley &
Bosworth and an update on reconfiguration of the hospital. It was noted that
CCGs would cease to exist in July and would be replaced by integrated care
systems and the Integrated Care Board. It was confirmed that £7m funding
commitment from the NHS was in place for reconfiguring the district hospital site
and a further opportunity was being developed for the expansion of the project to
deliver a diagnostic centre in Hinckley.

(Councillor Cope entered the meeting at 6.47pm).

At this juncture, Councillor Pendlebury declared a personal interest as an employee of the NHS.

During discussion, reference was made to:

- The exceptional work of healthcare workers during the pandemic
- The value of local access to diagnostic treatment
- Schemes to increase capacity in general practice, not only GPs but within the wider workforce
- Work to improve access to general practice
- S106 contributions
- The move towards Integrated Care Boards
- Work of the council on prevention
- Advanced discussions on co-locating some NHS services to the Hinckley Hub.

It was agreed that a report on the council's health prevention work be added to the work programme.

308. Infrastructure Funding Statement 2020-2021

Consideration was given to the infrastructure funding statement for the financial year 2020/21.

The report was welcomed but it was felt that, whilst reporting was more transparent than previously, there were still some gaps. It was agreed that a link to Leicestershire County Council's infrastructure funding statement would be sent out to members. It was requested that some analysis of the county council's spend of S106 contributions be included in future reports.

Concern was expressed about the local community not benefitting from contributions from developments in their area. In response, members were assured that S106 money must be linked to the development itself and should mitigate the impact of a development in a particular area or present an improvement. Contributions requested were challenged by officers if they were not appropriate.

Discussion ensued on management companies and the lack of monitoring of them. It was noted that the council had no direct control over the establishment by developers of local management companies for new development. It may, however, become involved in enforcement matters arising from issues on sites but did not have the resources to monitor them proactively. It was explained that in some cases, the parish council hadn't wanted to take on land from developers as it didn't have the facilities to maintain it, but in other cases developers weren't offering it to parish councils. It was suggested that the use of management companies be added to the work programme as a future agenda item.

309. Scrutiny Commission Work Programme

Members were updated on progress in drafting a new work programme and were invited to make suggestions.

310. Matters from which the public may be excluded

On the motion of Councillor P Williams seconded by Councillor Crooks, it was

RESOLVED – in accordance with section 100A(4) of the Local Government Act 1972, the public be excluded from the following item of business on the grounds that it involves the disclosure of exempt information as defined in paragraphs 3 and 10 of Part I of Schedule 12A of that Act.

311. Leisure Centre Financial Support 2021-22

Members were updated on the financial position of the leisure centre following the impact of the covid pandemic. Representatives of Places Leisure were in attendance, along with the council's specialist consultant. It was noted that the pandemic had had a direct impact on the trading position of leisure centres nationally with Hinckley leisure centre being no exception. However, Hinckley leisure centre had seen an improved trading position resulting from the excellent collaboration between HBBC and Places Leisure, although not to pre-pandemic levels. It was noted that the contract fee position offered for 2022/23, whilst below the contract position, was the most favourable offered nationally by Places Leisure, reflecting its confidence in the centre. It was

RESOLVED – the financial position for 21/22 be noted and the proposal for 22/23 acknowledged.

(The Meeting closed at 8.25 pm)

CHAIRMAN

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HINCKLEY AND BOSWORTH BOROUGH COUNCIL

SCRUTINY COMMISSION

10 FEBRUARY 2022 AT 6.30 PM

PRESENT: Cllr C Ladkin – Vice-Chairman in the chair
Cllr P Williams – Vice-Chairman
Cllr MJ Crooks, Cllr SM Gibbens, Cllr K Morrell, Cllr LJ Mullaney,
Cllr A Pendlebury, Cllr MC Sheppard-Bools and Cllr R Webber-Jones

Also in attendance: Councillor KWP Lynch and Councillor HG Williams

Officers in attendance: Matthew Bowers, Bill Cullen, Julie Kenny, Rebecca Owen, Sharon Stacey, Julie Stay and Ashley Wilson

319. Apologies and substitutions

Apologies for absence were submitted on behalf of Councillors Collett and Lay.

320. Declarations of interest

No interests were declared.

321. Pay policy statement

Members received the proposed Pay Policy Statement for 2022/23 in accordance with section 38 of the Localism Act 2011. In response to a question from a member, it was noted that there were no set government guidelines or targets about the pay multiple but it was recommended that the pay gap be monitored each year to avoid large increases in the gap. It was noted that the 2021/22 pay award had not yet been agreed so there was some uncertainty around that.

322. General fund budget 2022/23

The 2022/23 general fund revenue budget was presented to the Scrutiny Commission. During presentation and discussion, the following points were raised:

- The budget for Corporate Services was distorted because it included the covid funding received and paid out to businesses
- Transfers from balances was higher than anticipated and earmarked reserves were being used to support the general fund position
- The NNDR1 setting out the final budgeted position for the council had been finalised and had changed from the predicted position due to significant growth in-year, tempered by some large write-offs. Overall the position had improved and would be reported in a revised report for Council
- It was anticipated that the Medium Term Financial Strategy would be finalised in July
- The modelling anticipated an increase in income for Block C of the Crescent

- No expenditure was currently committed in respect of the Hinckley Community Development Fund
- No increase of the special expenses area precept was recommended as there were reserves available within the budget so an increase was not required.

It was noted that officers had recommended an increase in the garden waste charge to between £35 to £45 for the year which was still one of the lowest in Leicestershire. The garden waste service currently cost almost £1.5m with only £1m of that funded by subscriptions to the service and an increase to £45 would help bridge that gap, although it would still not cover all costs.

Councillor Webber-Jones left the meeting at 7.03pm.

In relation to homelessness, it was noted that financial pressure had increased over the previous two years due to a number of reasons, including the government directive to accommodate people to whom the authority would not usually have a duty. The costs and the number of people in temporary accommodation were being monitored closely but it was anticipated that people would continue to struggle with affordability over the coming months which would add further budget pressures. It was noted that a report on homelessness would be presented to a future meeting of the Scrutiny Commission.

323. Housing revenue account budget 2022-23

Members received the housing revenue account budget which included the housing repairs account. It was noted that the HRA had maintained a good position despite the pandemic.

324. Fees and charges 2022/23

Consideration was given to the proposed scale of fees and charges for 2022/23. It was noted that the document had included a garden waste charge of £35 but this may need to be amended before being presented to Council.

325. Capital programme 2021-22 to 2024-25 and capital strategy

Consideration was given to the capital programme 2021-22 to 2024-25 and the capital strategy. During the presentation and discussion, the following points were noted:

- The leisure centre management fee was subject to ongoing discussions and would be slightly lower than originally anticipated
- Car parking income remained lower than anticipated but it was hoped that this would soon return to previous levels
- A reduction in the requirement to make payments of disabled facilities grants in-year had led to savings in year, but underlying need for help remained high
- The reserves for the crematorium project had been used and no further reserves had been set aside.

In response to a member's question, it was noted that the council housing asset management strategy which contained green measures for council house properties in support of the climate change strategy would be brought to a future meeting.

326. Treasury management strategy and prudential indicators 2021/22 to 2024/25

Members received the council's prudential indicators for 2021/22 to 2024/25 in a report which also set out the expected treasury operations for the period. It was noted that the authority was considered to be under-borrowed on the general fund, meaning that external funding had not been taken out even though decisions to fund projects had been made. The Council had managed to put off the need for external borrowing due in part to the decision to delay paying off debt related to HRA. This debt was now being repaid at just under £3m per year, which would lead to pressure on cash flow. It was therefore likely external debt would be required to manage the general fund cash flow position. It was noted that interest rates were due to continue increasing in the short term but would hopefully plateau within the next couple of years.

The chairman thanks the Head of Finance and his team for their work on the reports.

327. Corporate Plan 2022 - 2025

Consideration was given to the refreshed Corporate Plan for the period 2022 to 2025. It was noted that the document set out the ambitions, goals and objectives for the council under the three key themes of people, places and prosperity. It had been updated to reflect current and emerging challenges and opportunities in respect of the pandemic, ambitious projects that were planned and the authority's commitment to boosting employment and skills and tackling climate change.

Councillor Lynch left the meeting at 7.31pm.

A member expressed concern about supporting economic growth by way of creating more jobs and increasing employment numbers when more value could be delivered by increasing productivity. In response, members were assured that future programmes would have to demonstrate impact on productivity and GVA for the area.

In response to a member's question, it was reported that progress against the Corporate Plan was measured in quarterly performance reports to Finance & Performance Scrutiny and annual Corporate Plan progress reports.

(The Meeting closed at 7.40 pm)

CHAIRMAN

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Hinckley & Bosworth Borough Council

Forward timetable of consultation and decision making

Scrutiny Commission 31 March 2022

Wards affected: All Wards

Parish and Hinckley Community Initiative Fund Allocation of Grants 2022/23

Report of Director of (Environment and Planning)

1. Purpose of report

- 1.1 To request the Scrutiny Commission endorses the allocation of the Parish and Community Initiative Fund (PCIF) and Hinckley Community Initiative Fund (HCIF) 2022/23.

2. Recommendation

- 2.1 That the Scrutiny Commission endorses the funding allocation of £112,007 for 30 schemes as detailed in section 3.3.
- 2.2 That the Scrutiny Commission supports rejecting 4 applications on the basis that they have not scored 50 or above against the grant criteria.
- 2.3 That the Scrutiny Commission endorses the carry forward request of £7,757 as detailed in 5.2.
- 2.4 That the Scrutiny Commission allows 10 previous years schemes to be completed and continue to be funded as detailed in section 3.5

3. Background to the report

- 3.1 Since 2005 the Parish Community Initiative Fund has distributed over £1,494,000 towards 399 local parishes' or voluntary organisations' schemes.
- 3.2 In 2021/22 the scheme received 45 applications from across the Borough and a total of £141,664 was awarded to 31 schemes.

3.3 Applications for 2022/23:

The table in Appendix 1 of this report provides an objective scoring summary from the assessments made of all the applications by the following Officers: Ian Pinfold – Green Space Manager, Paul Scragg – Senior Green Space Officer, Graham Chilvers Health and Recreation Manager and Daniel Britton Senior Economic Regeneration Officer.

The assessment panel then determined which applications they felt should be awarded grant funding. This panel consisted of Caroline Roffey Head of Street Scene Services, Ian Pinfold – Green Space Manager, Edwina Grant – Strategic and Community Planning Officer, Paul Scragg – Senior Green Space Officer and Graham Chilvers – Health and Recreation Manager.

The grant will fund a maximum of 50% of the project costs. Each applicant must seek support from their Parish Council and Borough Councillor. Only capital items are funded, the lowest submitted quote has been used to calculate the maximum eligible grant, unless a good reason has been provided for using a higher quote. Each application has been scored individually against the criteria by 2 officers and an average score given. Applications that have scored under 50 have been recommended for rejection as agreed in the funding review report to senior officers and members in 2020.

35 applications have been received requesting a total of £177,856. 1 application have been withdrawn during the assessment period.

Based on the information in Appendix 1 the assessment panel recommends funding the following schemes totalling £112,007. This includes £7,757 for HCIF schemes. (Applications are set out in alphabetical order by parish and parish name is given in brackets).

This year we have included whether we consider to this to be a new facility, an improvement, a repair or replacement.

1. Thornton Football pitch renovation – Bagworth & Thornton Parish Council (Bagworth and Thornton). Improvement.
Outline: The renovation of the football pitch at Thornton recreation ground and installation of a second set of goal posts. £1,923
2. Portacabin repairs – Hinckley Community Football Club (Barwell).
Outline: Roof repairs to the club building which is located at Kirkby Road sports ground in Barwell. £1,250. Repair
3. Replacement play equipment – Barwell Parish Council (Barwell)
Outline: A new climbing frame at Barwell Tip play area to replace an old item of equipment that is in a poor condition. £4,315. Replacement

4. May Meadow entrance project – Barlestone Parish Council (Barlestone).
Outline: The installation of new kissing gates which allow disabled access into May meadow. £2,715. Improvement.
5. Scout hut access ramp and internal refurbishment project – 1st Market Bosworth Scout Group (Market Bosworth)
Outline: The installation of an access ramp to allow wheelchair access and the installation of a new disabled toilet. £11,750. Improvement
6. New equipment – Burbage Gardening Club (Burbage)
Outline: IT equipment to allow the club to make use of modern technology and new tables for use at events. £967 Improvement
7. Toddler play area upgrade – Carlton Parish Council (Carlton)
Outline: Repairs to safety surfacing in play area. £610. Repair
8. Desford Stile replacement – Desford Community Action Group (Desford)
Outline: Replace stiles with kissing gates along footpath route to improve access for all. £1,082. Improvement
9. Bosworth Academy community swimming pool refurbishment – LiFE Multi-Academy Trust (Desford)
Outline: New Spectator seating and a new pool cover. £6,874. Improvement
10. Floodlight upgrade – Sport in Desford (Desford)
Outline: The replacement of old metal Halide floodlights with LED units on 3 tennis courts. £4,044 Improvement (energy saving)
11. New play equipment – Earl Shilton Town Council (Earl Shilton)
Outline: New toddler play unit for Maple Way Park. £8,288. Replacement
12. Footpath resurfacing works – Groby Parish Council (Groby)
Outline: To repair and resurface two existing pathways with Breedon gravel at Greys Drive and Quarry Park. £4,379. Repair
13. New Stage lighting – Little Acorns Production Company (Hinckley Castle)
Outline: The replacement of old par-cans with a new LED lighting system. £649. Improvement (energy saving) *
14. Green and Warm project – Westfield Community Centre (Hinckley Clarendon)
Outline: Refurbishments to the pre-school building including a new entrance door, window improvements and the removal and replacement of cladding and fascia boards. £7,108. Improvement (energy saving) *
15. All weather pitch refurbishment – Newbold Verdon Parish Council (Newbold Verdon)
Outline: The installation of a new artificial grass surface at Alans Way sports ground. £12,000. Improvement
16. Defibrillator in Osbaston – Osbaston Parish Council (Osbaston)

Outline: The installation of a battery powered defibrillator at the shops on Barton Road, Osbaston. £1,188. New

17. Lighting and electrics upgrade – Peckleton Village Hall Committee (Peckleton)
Outline: To upgrade and improve the internal lighting and electrics to reduce energy use and make significant enhancements to the lighting to meet community needs. £8,140. Improvement (energy saving)
18. Mobile Vehicle Activated Signs – Peckleton Parish Council (Peckleton)
Outline: The installation of a mobile vehicle activated sign in Kirkby Mallory. £2,000. New
19. Lighting and heating refurbishment – St Martin’s Church Stapleton District Church Council (Peckleton)
Outline: The replacement of existing lights with new energy efficient LED lights and the installation of 5 new overhead electric heaters and 1 wall mounted heater. £1,860. Improvement (energy saving)
20. New Planter – Ratby Parish Council (Ratby)
Outline: The installation of a new planter to celebrate the forthcoming platinum jubilee. £381. New
21. Wildflower soil bund – Ratby Parish Council (Ratby)
Outline: To replace the existing knee rail fence and plant a wildflower soil bund to improve and protect a community open space. £1,140. New
22. Acoustic improvements – Sibson Village Hall (Sheepy)
Outline: The installation of acoustic panels to reduce sound reverberation and improve user experience. £1,830. Improvements
23. New drainage works – Stoke Golding Parish Council (Stoke Golding)
Outline: The installation of new drainage at Wykin Lane Cemetery, to improve surface water drainage to the site. £3,013. Improvement
24. External paint work improvements – The Baxter Hall Charity (Stoke Golding)
Outline: The painting of all the exterior windows and lower hall doors to help preserve them and improve their appearance. £1,195. Repair
25. New internal porch – St Margaret’s Church (Stoke Golding)
Outline: The installation of an oak framed double glazed interior porch. £5,358. Improvement
26. Emergency disabled access – Without Walls Christian Fellowship (Stanton under Bardon)
Outline: Create an emergency exit/disabled access at the rear of the building. £2,840. Improvement
27. Shenton lighting – Sutton Cheney Parish Council (Sutton Cheney)
Outline: The conversion of 4 heritage lights in Shenton to more energy efficient LED lanterns. £558. Improvement (energy saving)

28. Save a life – Sutton Cheney Parish Council (Sutton Cheney)
Outline: The installation of a battery powered defibrillator at Sutton Cheney Wharf. £1,225. New

29. Highway Planters for Sutton Cheney – Sutton Cheney Parish Council (Sutton Cheney)
Outline: To renovate existing stone planters in Sutton Cheney Village and relocate them to the village entrance on Main Street. £1,325. Replace

30. St Edith's Church repairs – DCC of Orton on the Hill (Twycross)
Outline: Essential stonework, plaster, window and ceiling repairs to the church. £12,000. Repair

**Hinckley CIF schemes funded from Special Expenses total £7,757*

3.4 It is recommended that 4 applications are rejected because they haven't scored 50 or above against the grant criteria.

3.5 Previous Years` Applications

There are 10 application totalling £35,704, which were approved in 2021 where the projects have been delayed. This includes £12,000 for HCIF schemes. These projects will be completed in 2022/23. The projects are:

1. Play area improvements – Bagworth and Thornton Parish Council (Bagworth and Thornton)
Outline: resurfacing of the village play area. £3,939
2. Open space signage – Burbage Parish Council (Burbage)
Outline: The renewal of open space signage within Burbage Parish. £3,090
3. Cricket Nets – Earl Shilton Cricket Club. (Earl Shilton)
Outline: The installation of cricket nets at Earl Shilton Cricket Club. £10,150
4. Wesley House improvements – Trinity Community Church (Hinckley)
Outline: The installation of new single glazed windows at Wesley House. £4,200**
5. Safety lighting project – Westfield Community Centre (Hinckley)
Outline: The installation of outside lighting to improve safety and allow use of outside space. £7,800**
6. Public notice boards– Osbaston Parish Council (Osbaston)
Outline: The installation of 2 x replacement public notice boards. £1,613
7. Gateway signs – Osbaston Parish Council (Osbaston)
Outline: The installation of 3 x new village Gateway signs. £1,304
8. New community signage – Sheepy Parish Council (Sheepy)

Outline: The installation of a new interpretation/tourism sign. £3,608

A further 2 further projects totalling £12,430 - Streetlight improvement schemes at Sutton Cheney and Peckleton have been completed, however the applicants have agreed to pay the contractor over a 5 year period. It has therefore been agreed that these grants will also be paid over a 5 year period on receipt of an invoice from the contractor. Outstanding amounts for these 2 applications are Sutton Cheney £4,018 and Peckleton £8,412.

***Hinckley CIF schemes funded from Special Expenses total £12,000*

4. Exemptions in accordance with the Access to Information procedure rules

4.1 This report will be taken in open session.

5. Financial implications [IB]

5.1 The PCIF budget for 2022/23 is £150,000. If this report is approved the total spend for PCIF schemes will be £104,250. For 2022/23 this leaves an estimated underspend of £45,750. For 2021/22 the estimated cost of delayed PCIF schemes is £36,134. This can be met from the underspend of £45,750 so there will be no requirement for the budget to be carried forward at year end.

5.2 The HCIF budget for 2022/23 is £12,000. If this report is approved the total spend will be £7,557. For 2022/23 this leaves an estimated underspend of £4,243. For 2021/22 the estimated cost of delayed PCIF schemes is £12,000. Therefore a carry forward of £7,757 will be required.

5.3 Carry forward requests will be approved as part of the year end outturn report that is presented to Council.

6. Legal implications MR

6.1 None

7. Corporate Plan implications

7.1 The Parish & Community Initiative fund supports parishes and community groups to achieve the following aims and objectives of the Corporate Performance Plan:

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

8. Consultation

- 8.1 Scrutiny Commission is consulted as part of the decision to agree grant applications.
- 8.2 A review of the scheme was carried out in 2020 and a number of amendments were agreed.

9. Risk implications

- 9.1 It is the council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.
- 9.2 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.
- 9.3 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
The projects rely on third party delivery and there is therefore a risk that some of the projects may not be delivered	Only projects that are likely to be completed in the following 12 months are recommended for funding	Paul Scragg
Certain projects have conditions attached.	Applicants are required to meet condition, before final grant is awarded.	Paul Scragg
Misuse of funds	Funding for projects is only released once scheme is completed and evidence of completion and payment of the works is received.	Paul Scragg

10. Knowing your community – equality and rural implications

- 10.1 All grants are awarded to the rural areas, and parish council support is sought for each application.
- 10.2 Equalities issues are considered as part of the assessment process.

11. Climate implications

- 11.1 The recommendations for proposed changes to the scheme include an increase in scoring for environmental projects which have a positive effect on the climate.
- 11.2 The sustainability of each projects is consider during the assessment process and is scored accordingly.

12. Corporate implications

- 12.1 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: Appendix 1 attached

Contact officer: Paul Scragg - Senior Green Space Officer x5983

Executive member: Cllr M Cartwright – Executive Member for Rural Affairs

Appendix 1

Name of Scheme	Parish	Max Eligible Grant	Total Scheme Cost	Amount of Grant Applied for	Assessed by	Average Score	Amount recommended for award and Assessor Recommendation
Thornton Football Pitch Renovation	Bagworth & Thornton	1923	3846	1923	GC/PS	50.5	£1,923 Condition that it is maintained and used
Portacabin Repairs	Barwell	1250	2500	1250	GC/IP	52	£1,250 Hinckley FC but located in Barwell
Winter Warmer Pack	Barwell	2950.5	5901	5901	PS/IP	44	Reject. Suggest VCS fund.
Replacement Climbing Equipment for Barwell Park	Barwell	4315	8631	8621	PS/IP	57	£4,315
May Meadow Entrance Project	Barlestone	4000	8000	8000	IP/PS	53.5	£2,715 replacing stiles with kissing gates
Contract Bridge Playing Card Dealing Machine	Market Bosworth	1811	3622	1811	PS/IP	46.5	Reject.
Scout Hut Ramp and Internal Refurbishment Project	Market Bosworth	12000	24000	24000	PS/IP	54.5	£11,750 Subject to building regulations.
Storage & All Weather Spectators Stand - Burbage RFC	Burbage	3459	6918	3150			Withdrawn
Burbage Gardening Club Activities	Burbage	967	1935	967	GC/PS	55.5	£967 modernisation of tech.

Toddlers Play Area Upgrade	Carlton	610	1220	610	IP/PS	53.5	£610
Desford Stiles Replacement	Desford	1606	3213	1575	GC/IP	60.5	£1,082 Pro rata of total parish allocation of £12k
Bosworth Academy Community Swimming Pool Refurbishment Project	Desford	10199	20398	12000	GC/PS	57.5	£6,874 Pro rata of total parish allocation of £12k
Replacement Of Old Metal Halide Floodlights With LED Units on 3 Tennis Courts	Desford	10200	20400	6000	GC/IP	55.5	£4,044 neds confirmation of LCC funding. Amount pro rata of total parish allocation of £12k
New Play Equipment for Maple Way Park	Earl Shilton	8296	16592.	8296	IP/PS	53.5	£8,288
Security Boundary Fence	Earl Shilton	7794	15588	7794	GC/PS	45	reject
Footpath Re-surfacing with Breedon Gravel	Groby	4379.5	8759	4379.5	IP/PS	53	£4,379
Replacement of Old Par-cans for Stage Lighting St Mary's Community Church Hall	Hinckley Castle Ward	650	1300	650	PS/IP	52	£649
Westfield Community Centre Green and Warm Project	Hinckley Clarendon Ward	7107.6	14215.2	7125.6	PS/IP	51	£7,108
All Weather Pitch Refurbishment	Newbold Verdon	15741	31482	12000	GC/IP	53	£12,000
Defibrillator in Osbaston	Osbaston	1188	2375	1188	IP/PS	50	£1,188
Replacement Commemorative Bench	Osbaston	532	1064	532	IP/PS	44	reject

Lighting Upgrade & Creative Arts Improvements	Peckleton	8140	16280	8140	DB/PS	59.5	£8,140
Mobile Vehicle Activated Sign for Kirkby Mallory	Peckleton	2375	4751	2000	DB/PS	51.5	£2,000
Lighting & Central Heating Refurbishment Project	Peckleton	3536	7072	7072.8	DB/PS	56.5	£1,860 based on lowest quote
HM The Queen Platinum Jubilee	Ratby	492	984	858	IP/PS	50	£381 based on lowest quote
Wildflower Soil Bund	Ratby	1140	2280	2280	IP/PS	59	£1,140
Acoustic Improvement	Sheepy	2612	5224	2612	IP/PS	62.5	£1,830 based on lowest quote
Crucial Drainage Works to Wykin Lane Cemetary	Stoke Golding	3013	21417	10708	DB/PS	50	£3,013 based on lowest quote for cemetery works only
The Baxter Hall New Heating System and Essential Exterior Maintenance	Stoke Golding	3170	6340	3015	DB/PS	57	£1,195 - 50% of External painting work only funded. Already part funded by HBBC make a difference grant - £2,634 for new heating system.
Installation of Interior Porch	Stoke Golding	5358.5	10717	5358.5	DB/PS	50	£5,358 Faculty agreement still required.
Emergency Exit/Disabled Access	Stanton- under - Bardon	2762	5525	2918	DB/PS	50	£2,840 based on 50% quote and 50% of build reg fees.

Shenton Streetlights	Suton Cheney	558	1116	558	PS/IP	59	£558 LCC only quote but street lighting
Save A Life - Sutton Cheney Wharf	Sutton Cheney	1235	2470	1235	PS/IP	55	£1,225
Highway Planters for Sutton Cheney	Sutton Cheney	1325	2650	1325	PS/IP	56	£1,325
St Ediths Church - Building Repair	Twycross	12000	83490	12000	DB/PS	56	£12,000. Relies on other successful grant applications.



Hinckley & Bosworth Borough Council

Forward timetable of consultation and decision making

Scrutiny Commission 31 March 2022

Wards affected: All wards

Affordable housing delivery

Report of Director (Environment & Planning)

1. Purpose of report

- 1.1 To inform Members of the delivery of affordable housing in the Borough, as requested by the Scrutiny Commission as an annual position update.

2. Recommendation

- 2.1 For Scrutiny to note the contents of this report.

3. Background to the report

- 3.1 This report is the latest report presented in response to a Scrutiny Commission request that Members receive an annual report on affordable housing delivery.
- 3.2 The targets and thresholds for affordable housing in the Borough are set out in Policy 15 of the Core Strategy. These differ for the urban and rural settlements and are as follows:

Location	Site size threshold	Target
Urban (Hinckley, Barwell, Burbage and Earl Shilton but not the SUEs)	15 dwellings or more, or sites of 0.5 ha or more	20% affordable housing
Sustainable Urban Extensions – Barwell and Earl Shilton	15 dwellings or more, or sites of 0.5 ha or more	20% affordable housing
Rural areas (all sites not in the above categories)	4 dwellings or more, or sites of 0.13 ha or more.	40% affordable housing

3.3 However, local policy has been superseded by national policy, and as set out in the 2019 revised version of the National Planning Policy Framework (NPPF), the provisions are as follows;

- Provision of affordable housing should only be sought for residential developments that are major developments which are defined in the NPPF as developments where 10 or more homes will be provided, or the site has an area of 0.5 hectares or more
- In designated rural areas LPAs may instead choose to set their own lower threshold in plans and seek affordable housing contributions from developments above that threshold.

3.4 The Core Strategy also sets out the minimum numbers of affordable housing to be delivered in the Core Strategy period 2006 – 2026. This sets out a target of 2,090 affordable dwellings to be delivered over the policy period, 480 of which should be in rural areas.

4. Affordable housing completions and permissions to 31 March 2021

4.1 The total number of affordable housing completions and the percentage of affordable housing delivered since the start of the Local Plan period (2006 – 2026) is shown in the table below. This table has been updated from the Residential Land Availability monitoring statement for 2020/2021.

Year	Affordable Completions (net)		Total Affordable Housing Completions (net)	Total Open Market Housing Completions (net)	Total Housing Completions (net)	Percentage of housing delivery that is affordable (%)	Percentage of affordable housing delivery by location (%)	
	Rural	Urban					Rural	Urban
2006/07	15	65	80	358	438	18.26	3.42	14.84
2007/08	3	41	44	354	398	11.06	0.75	10.31
2008/09	9	80	89	385	474	18.78	1.9	16.88
2009/10	0	107	107	246	353	30.31	0	30.31
2010/11	0	5	5	222	227	2.20	0	2.2
2011/12	0	134	134	239	373	35.92	0	35.92
2012/13	6	11	17	208	225	7.55	2.66	4.88
2013/14	60	43	103	377	480	21.46	12.5	8.96
2014/15	93	61	154	598	752	20.48	12.36	8.12
2015/16	27	70	97	498	595	16.30	4.53	11.76
2016/17	59	82	141	428	569	24.78	10.36	14.41
2017/18	21	81	102	321	423	24.11	4.96	19.15
2018/19	59	40	99	365	464	21.33	12.71	8.62
2019/20	53	63	116	169	285	40.7	18.6	22.1
2020/21	40	62	102	146	248	41.12	16.12	25
Totals:	445	945	1390	4914	6304	22.05	7.05	15

This table shows that since the beginning of the plan period (2006) a total of 1,390 affordable dwellings have been completed against the 2,090 affordable dwelling requirement set out in the Core Strategy Policy 15.

- 4.2 In addition to the completions of affordable housing, at 31.03.21 there was planning permission for 675 affordable homes which have not yet been started, and 83 under construction. This equates to 758 affordable dwellings with planning permission within the borough at 1 April 2021, of which 588 are in the rural settlements.
- 4.3 In conclusion, this equates to a total number of completions and permissions for affordable dwellings of 2148 against the adopted Core Strategy target of 2,090 for the period 2006 – 2026. The Core Strategy also sets a target of 480 of the affordable dwellings to be delivered in the rural areas, and with completions and permissions, 1033 affordable homes have been delivered in the rural areas. Delivery against target is therefore as follows:

Core Strategy AH target - all	AH completions + planning permissions – all	% delivered against Core Strategy target – all	Core Strategy AH target – rural	AH completions + planning permissions - rural	% delivered against Core Strategy target – rural
2090	2148	102.8	480	1033	215.2

Core Strategy policy on targets for affordable housing was set out based on the maximum contribution developers could provide whilst still being able to deliver a viable site. These targets were considerably less than the identified need for affordable housing. The Housing Needs Study which was carried out to inform the new Local Plan, indicates a requirement of 271 affordable homes per annum to meet the need. The targets for the Local Plan are again set to achieve a balance between ensuring sites are viable and meeting as much need as possible. Although therefore the table above shows that we have met the targets, the total need has never been met.

- 4.4 The increasingly important part that sites for 100% affordable housing are playing in the Borough is demonstrated by the number of affordable homes with planning permission. Of the 758 dwellings, 293 are on 3 sites for 100% affordable housing. Improved viability has also increased affordable housing numbers where larger rural section 106 sites are delivering the policy position of 40% affordable homes on site.
- 4.5 In 2021 Homes England announced the second round of Strategic Partners to deliver the Affordable Homes Programme for 2021 – 26. The majority of active Registered Providers (RPs) within the Borough are now strategic partners with Homes England with an agreement to deliver a specified number of homes as part of their contract. As confidence grows in the partnerships, RPs are increasingly wanting to bring forward larger, multi phased sites for 100% affordable housing. This inevitably means that RPs are concentrating much less on section 106 sites, where save for exceptional circumstances, they cannot use grant to finance the acquisitions.

- 4.6 For the majority of cases, section 106 sites have found RP partners willing to take on the stock. The issues seem to be where there are small numbers of affordable housing, with many RPs only interested where there are more than 10 units on site. There is also hesitancy where a large number of one bedroom properties are delivered, so negotiations with developers usually reflect this preference and provide no more than 10% of the affordable housing as 1 bedroomed properties.

Affordable Home Ownership

- 4.7 The National Planning Policy Framework (NPPF) and the Ministerial Statement issued on 24 May 2021 has changed the tenure emphasis for the delivery of affordable housing, focussing on affordable home ownership products. NPPF requires 10% of all housing on qualifying sites to be for affordable home ownership. This can include shared ownership, shared equity, or form part of the First Homes delivery. In practice, this means that on qualifying sites in the urban settlements, where a 20% affordable housing provision is required, the tenure split has changed from 75% affordable rent and 25% shared ownership, to 50% affordable rent and 50% shared ownership. Rural areas have in the last year continued to deliver 40% affordable housing split between 75% affordable rent and 25% affordable home ownership.
- 4.8 So far in the Borough there has been no interest from developers in delivering First Homes on their sites. However, on 28 December 2021 the transitional arrangements around First Home delivery came to an end, and the majority of sites which do not have full or outline planning permissions already in place or determined now have to provide 25% of all affordable housing delivery as First Homes. The exception is where significant pre application engagement has taken place and the application is determined before 31 March 2022. After the First Homes requirement has been applied, the remaining affordable housing is split following the policy position for affordable homes. So the tenure breakdown will be as follows:

Affordable housing requirement	First Homes	Affordable rent	Shared ownership
Before First Homes requirement		75%	25%
After First Homes requirement	25%	56%	19%

- 4.9 Sites which deliver 100% affordable housing have no obligation to deliver First Homes for sale. It is anticipated that delivery on these sites will focus on providing affordable rent and shared ownership tenures.

5. Exemptions in accordance with the Access to Information procedure rules

5.1 Not exempt

6. Financial implications [IB]

New Homes Bonus

6.1 The current scheme has been phased out and is due to end in 2022/23. We are still awaiting details of any future scheme. The income is expected to be significantly lower than the current scheme which historically gave £1,272 per band D property for up to 5 years plus £280 for affordable housing.

Council Tax

6.2 Based on an average band D equivalent for each property added to the Council Tax Base, the additional income will be £144.87 (including special expenses).

7. Legal implications [MR]

7.1 Set out in the report.

8. Corporate Plan implications

8.1 The delivery of new council housing supports the following aims of the Corporate Plan 2017 – 2021:

- Places: 4) Improve the quality of existing homes and enable the delivery of affordable housing
- Prosperity: 4) Work with partners to raise aspirations of residents and provide opportunities for training, employment and home ownership

9. Consultation

9.1 None required as this report is for information only.

10. Risk implications

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

10.2 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.

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

Management of significant (Net Red) risks		
Risk description	Mitigating actions	Owner
Failure to deliver affordable housing increases the pressure on the Council's waiting lists and impedes its desire to assist residents in the Borough who cannot meet their needs on the open market	<p>Completion of an independent viability assessment before agreement to reduce the numbers of affordable housing on qualifying sites</p> <p>Work with our RP partners to bring forward suitable sites for affordable housing</p> <p>Negotiation with developers to ensure the dwelling types meet the identified need</p>	Strategic Housing and Enabling Officer

11. Knowing your community – equality and rural implications

- 11.1 This report is concerned with ensuring that a supply of affordable housing is available in the Borough for people in the greatest need. This includes consideration of people from vulnerable groups, and those living in rural areas.

12. Climate implications

- 12.1 This report is for information only on delivery numbers so there are no climate implications.

13. Corporate implications

- 13.1 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: Valerie Bunting x5612
Executive member: Councillor D Bill



Hinckley & Bosworth Borough Council

Forward timetable of consultation and decision making

Scrutiny Commission	31 March 2022
Council	26 April 2022

Wards affected: All Wards

Council Housing Asset Management Strategy

Report of Director (Community Services)

1. Purpose of report

- 1.1 To present the Council Housing Service's five year Council Housing Asset Management strategy.

2. Recommendation

- 2.1 That members endorse the strategy and subsequent approach to Council housing asset management.
- 2.2 That members note the action plan.

3. Background to the report

- 3.1 The Council Housing Asset Management Strategy outlines the approach to the management of physical assets over the next 5 years, including dwellings, sheltered housing schemes and housing land. This strategy also seeks to respond to emerging challenges particularly around future investment requirements; most notably decarbonisation, energy efficiency and thermal insulation standards together with impending changes to the Decent Homes Standard. By applying robust asset management practices and principles we will ensure that our housing stock meets current and future needs, including developing our ability to respond to strategic planning investment requirements.

The Council Housing Asset Management Strategy informs the HRA Business Plan, which is the plan through which we understand the finances needed to run the council house service, maintain and improve existing stock and

support new build and acquisition aspirations. Further work is taking place on the HRA Business plan and from this a HRA Investment Strategy will be written which will bring together the priorities around the current stock and the new build and acquisition potential.

3.2 Housing assets

The strategy provides a comprehensive review and assessment of all dwelling stock. Current stock comprises 3229 properties which are widely dispersed through the borough with particular concentration of stock in Barwell, Earl Shilton and Hinckley. Housing stock is relatively old with the majority being built between 1940 and 1985. We have a not insignificant number of non-traditional or specialist stock types, and it is worth noting these as future investments requirements may be higher as measures to improve energy efficiencies for these properties may be more difficult and costly. Demand for our stock remains high and we have seen an increase each year over the last 3 years in people applying to the housing register.

Most of our stock is two and three bedroom houses and approximately 24 properties are sold each year through the right to buy process. In recent years we have expanded our stock through acquisition or through our own developments. Our aspiration is to continue to grow our housing supply in order to meet affordable housing need.

We have 11 sheltered housing schemes across the borough providing accommodations for the over 60s or those who are over 55 with a medical need. Of particular note is the recent redevelopment of Ambion Court in Market Bosworth which is now complete and provides 24 units of contemporary, high quality affordable accommodation to the over 60s.

We undertake around 12,500 responsive repairs annually and most of these are completed by our in-house repairs team.

3.3 Compliance

The strategy recognises that we have very good if not excellent compliance in relation to four key areas; gas serving and maintenance, asbestos management, legionella testing and cyclical electrical testing. In addition we have made good progress in relation to mitigating risks from fire across our stock and we will have completed all high priority risk assessment works by 2022.

3.4 Investment Strategy

We have delivered investment programmes in relation to heating and electrical upgrades, kitchen and bathroom replacements, reroofing and external cyclical maintenance programmes and we will continue to invest in these areas over the next 5 years allocating £24.3 million to these specific capital investment programmes. Currently our total planned investment until 2030 is £43.2 million and we recognise that more investment will be needed

to ensure that we are able to meet all key decarbonisation and energy efficiency requirements.

The Council Housing Asset Management strategy emphasises an increased focus on work that will assist decarbonisation, improve the energy efficiency of our stock and ultimately ensure that our tenants are not at increased risk of fuel poverty. A key objective for the council housing service is to decarbonise its heating systems by moving to low carbon alternatives. We will keep this strategy under review to ensure that we can respond effectively to new technologies to achieve this aim as they are developed.

Aids and adaptations are another key area of significant investment over the next 5 years totalling £1.77 million which is an annual investment of £355,000. As part of the Council Housing Asset Management strategy we will develop an asset register to capture work that is carried out to ensure that we are making the best use of our stock and meeting individual needs in doing so.

3.5 Decarbonisation

The Governments Clean Growth Strategy sets out a requirement for all social housing providers to attain the minimum rating of Energy Performance Certificate (EPC) C for rented properties by 2035 or 2030 for those households identified as fuel poor. Ensuring that all our stock is compliant with EPC C by 2030 or before is a key target for us and one that we are already striving to meet. Our data suggests that 47% of our stock already meets this minimum requirement and we are committed to ensuring that we have an ongoing EPC certification process in place and that we actively progressing identified measures to increase the EPC rating at the earliest opportunity.

Through this strategy we have identified our worst performing assets in terms of energy efficiency and we have commenced a programme of work to ensure we are able to progress measures to improve energy performance accordingly. A fabric first approach which involves maximising the performance of the components and materials that make up the building fabric itself will be our continued approach. This approach is already evidenced by the recent improvement works we have implemented to some of our solid wall properties through external insulation cladding and other thermal insulation improvement mechanisms.

According to BEIS the Department for Business, Energy and Industrial strategy cost assumptions for energy efficiency modelling indicates that thermal insulation and other energy efficiency measures such as thermal cladding, loft insulation and replacement window cost in the region of £14k per property. These costs are based on a typical small semi or mid terraced property. If we assume this level of investment is required for all our properties currently known to be below band EPC C, this equates to an additional investment requirement of £13.25 million.

We have recently been successful in obtaining grant funding from the Local Authority Delivery scheme (LAD2) and we will use these funds to provide

energy improvement works to 48 council properties. A key priority within this strategy is to ensure we are able to take advantage of future government funding streams to meet the costs of decarbonisation and energy efficiencies. In order to do so we recognise that we need to invest in our staff to ensure they have the requisite training to achieve accreditation in retrofit assessments, a key stipulation within many of the government's decarbonisation funding streams.

3.6 Risks

The strategy identifies a number of key risks for the council. Perhaps most significantly these risks include insufficient headroom within the housing revenue account to meet energy efficiency or decarbonisation targets and the human consequence that will result if our tenants are then subsequently more at risk of fuel poverty. The full extent of the risks outlined within this strategy are future outlined within the risk register of this report.

3.7 Active asset management

The strategy proposes that the housing service adopt a technique called Active Council Housing Asset Management to enable a more strategic and targeted approach to stock investment or divestment. As such, the Housing Service have already developed an evaluation tool to inform future decision making. The premise behind this approach is that decisions in relation to investment in respect to poorly performing assets such as those with high void costs or poor energy efficiency ratings can be taken in the broader context of other factors such as housing demand, anti-social behaviour or community safety impacts. In this way the Housing Service can implement a methodology that will enable a more strategic and comprehensive approach to be taken in relation to investment and disposal and potentially an approach that will enable the council to consider regeneration options in a more informed way in the future.

3.8 The Council Housing Asset Management action plan

The Council Housing Asset Management action plan outlines key commitments and priorities over the next five years. Perhaps the most significant priority for the Housing Service is to align the Housing Revenue Account Business plan with energy efficiency and decarbonisation requirements following further individual assessments of each dwelling through the EPC process. This will enable us to ensure that decarbonisation and energy efficiency requirements are not only financially viable but are also programmed into our business plan so that we continue to raise the standard of our council homes and estates, reduce the number of people living in fuel poverty and ensure continued compliance with the decent homes standard or any revisions to this standard that are anticipated to be set out by government in the future. Work has commenced to understand the financial impact to meeting this requirement.

4. Exemptions in accordance with the Access to Information procedure rules

4.1 Open session.

5. Financial implications (IB)

5.1 Information from this strategy will be used to inform the next HRA Business Plan which will be presented to members in due course.

6. Legal implications (MR)

6.1 None

7. Corporate Plan implications

7.1 The Council Housing Asset Management Strategy aligns with the following corporate objectives;

People: Helping people to stay healthy, active and protected from harm

Places: Creating clean and attractive places to live and work

8. Consultation

8.1 None

9. Risk implications

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

9.2 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.

9.3 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
<ul style="list-style-type: none"> Failure to invest in the stock will mean that over the lifetime of the strategy and beyond, there is a greater risk of properties of not meeting the Decent Homes Standard 	Ensure investment strategy is sufficient to maintain stock and meet legislative requirements	Head of Housing
<ul style="list-style-type: none"> Failure to achieve Decent Homes Standard carries a high risk of reputational loss, potential compliance action by tenants, and regulatory intervention by the Regulator of Social Housing 	As above	
<ul style="list-style-type: none"> Future updating of stock condition data leading to incorrect or inappropriate stock investment decisions 	Ongoing programme to update stock condition information	Housing Repairs Manager
<ul style="list-style-type: none"> There may be insufficient headroom in the HRA business plan to fund future planned investments which currently do not fully address thermal installation and decarbonisation costs 	HRA business plan to be reprofiled to determine the affordability of investment requirements	Head of Housing /Section 151 officer
<ul style="list-style-type: none"> Future failures to manage health and safety compliance may put residents, staff and contractors at risk 	Ongoing work to ensure compliance re key areas	Housing Repairs Manager
<ul style="list-style-type: none"> Future failures to meet statutory standards can carry penalties and will damage the organisation's reputation, and potentially exposed the organisation to legal action 	As above	
<ul style="list-style-type: none"> An incorrect scope or poor quality of stock investment will have a key influence on customer satisfaction 	Annual review	Housing Repairs Manager
<ul style="list-style-type: none"> Poor value for money in asset management will have a major impact on the HRA business plan as stock investment works represent a large proportion of business plan spend 	Tendering processes to ensure value for money in place for capital programmes	Head of Housing

<ul style="list-style-type: none"> • Failure to improve stock thermal efficiency will increase the risk of fuel poverty amongst tenants. Internal and external factors impact on expenditure to make it the element of our landlord operations most vulnerable to increased costs. 	Fabric first approach to be implemented and determination regarding investment levels required to meet agreed targets.	Head of Housing
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10. Knowing your community – equality and rural implications

- 10.1 Implementation of the Council Housing Asset Management strategy will enable property improvements for all our council housing residents, across the borough. By implementing energy improvement measures some of our most vulnerable households will be less at risk of becoming fuel poor.

11. Climate implications

- 11.1 The strategy outlines the Housing Services commitment to meet decarbonisation measures and improve energy efficiency within all our housing stock. This aligns to the council's wider net zero decarbonisation declaration.

12. Corporate implications

- 12.1 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: Maddy Shellard 5746

Executive member: Cllr M Mullaney

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Hinckley & Bosworth Borough Council

Council Housing Asset Management Strategy - January 2022

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Executive summary

The Council Housing Asset Management Strategy is aligned and linked to the Corporate Plan, other Council key strategies and key corporate objectives including the Housing Revenue Account Business Plan.

The dwelling stock of 3229 properties is widely dispersed throughout the Borough with particular concentrations of stock in Barwell, Burbage, Earl Shilton and Hinckley.

Council housing stock is relatively old with around 64% of stock being built between 1940 and 1985 and around 20% of stock being built between 1920 and 1940.

Demand for council housing remains high and is increasing annually. On average c.1950 households have made an application for council housing annually since 2015. More recently, in 2020/21 and in 2021/22 to date, increased levels of demand for council housing have been demonstrated.

The council stock includes 134 dwellings of non-traditional construction, these were predominantly built in the immediate post-Second World War period. These non-traditional properties are largely of steel framed and pre-cast reinforced concrete (PRC) construction types.

Two and three bedroom houses provide the majority of the Council's dwelling stock portfolio (c.46%) whilst bungalows and flats collectively represent around 42% of the stock.

There continues to be a steady loss of properties through the right-to-buy, averaging around 24 properties being sold annually since 2011/12.

Despite this loss of stock, we will continue to add to the supply of our housing stock to ensure that we are able to meet local housing need, via a range of development opportunities. Recent additions to the stock total 66 dwellings in Market Bosworth, Groby and Hinckley.

Around 220 properties become void annually, representing an annual stock turnover of around 7%. These void properties are predominantly brought up to lettable standard and where necessary, Decent Homes Standard, by the in-house repairs team.

This level of void turnover, at around 7% as a portion of overall housing stock numbers, is in line with national averages for local authority turnover rates for void properties

Approximately 12,500 responsive repairs (largely funded through the revenue stream) are carried out annually to the dwelling stock. The majority of these works are also delivered by our in-house repairs team.

The Council provides 11 sheltered housing accommodation schemes, but many are now more than 30 years old. The oldest sheltered housing property was built in 1965 and is now approaching 60 years old.

We will continue to invest in elderly person's accommodation and sheltered housing schemes with a strong focus on providing high-quality affordable homes for elderly persons within our communities.

A wide range of information about the council housing stock, including stock condition and other information is held on the 'Promaster' stock condition data base.

Councils are required to maintain their dwelling stock to the government's Decent Homes Standard. The stock condition data base is used to assist in ensuring that investment works are prioritised and directed towards those properties requiring works to ensure they are maintained to this and to other statutory requirements.

Council housing stock is currently 87% compliant with the government's Decent Homes Standard. An ongoing investment programme is on track to ensure 100% compliancy with the Decent Homes Standard by March 2023.

As part of this drive to decency, historic investment programmes have been delivered, concentrating on kitchen and bathroom replacements, reroofing, heating and electrical upgrades and an external cyclical maintenance programme.

Investment in these key areas continues and is planned to continue for the next five years and beyond. Capital investment of £24.3 million is planned over the next five years, averaging c.£5 million annually. The HRA business plan has a total planned investment value from 2021 to 2030 of £43.2 million.

Through the lifetime of the Council Housing Asset Management strategy there will be an increased focus on works that will assist decarbonisation and improve the energy efficiency of the stock.

Much of the investment work already delivered and works programmed to be delivered over the next five years will improve the energy efficiency of homes for tenants and reduce usage of fossil-based fuel by the tenants in heating their homes.

The government has set a target for social housing providers to attain the minimum rating of Energy Performance Certificate (EPC) C for rented properties by 2035. Already, 47% of our stock is at EPC band C or better. A further 47% of our stock is at band D EPC, enabling us to concentrate on these properties to significantly improve the overall energy performance of a large proportion of stock relatively quickly.

An EPC modelling exercise will be developed further, enabling us to adopt a 'fabric first' approach in continuing to improve the energy efficiency of the dwelling stock and contribute towards further decarbonisation.

A specialist adapted properties register will be developed to strengthen links between the assets register, the allocations policy and the developing NPV approach to active asset management.

1 Introduction

This is the five year Council Housing Asset Management strategy (AMS) for Hinckley and Bosworth effective from January 2022.

The Council has invested significant financial resources in its social housing rented dwelling stock over recent years and this strategy sets out its approach to develop and maintain the condition of the dwelling stock within the context of the Decent Homes Standard. This strategy also seeks to respond to emerging challenges particularly around future investment requirements, most notably decarbonisation, energy efficiency and thermal insulation standards, together with impending changes to the Decent Homes Standard. Ultimately our ambition is to increase the supply of good quality and sustainable council housing and ensure that existing stock is maintained to the highest standard.

The Council also needs a strategy to support pursuit of its objectives within the current wider housing policy of the Council taking into account its financial circumstances and viability of the HRA.

The strategy sets out the vision and aims for management of the Council's housing revenue account assets which include dwellings, sheltered housing schemes, garage sites and housing land.

This strategy will enable a consistent and clear methodology to be established in the assessment of its activities and future investment and divestment decisions. These will cover stock condition, future financial and wider socio-economic viability, supply and demand, environmental and wider social factors.

The strategy reflects current established best practice for social landlords to have a detailed understanding of their assets, at a detailed granular level. The strategy also sets out a framework for how to make best use of these assets in pursuit of housing and wider corporate objectives. This is termed as 'active asset management' to reflect a much more proactive and interventionist approach to investment activities in the dwelling stock portfolio.

The strategy supports this strategic approach of active asset management and demonstrates how the Council will use this to deliver a range of objectives including the provision of good quality homes for tenants and customers, the provision of sustainable homes, increasing dwellings with good energy efficiency. This is all supported by an underlying principle of obtaining good value for money from assets in both capital and revenue sourcing funds in future investment in the dwelling stock.

The strategy sets out clear council housing asset management objectives linked to the Council's corporate objectives and designed to improve services, deliver value for money and increase resident satisfaction.

As well as establishing principles to inform investment decisions, the strategy also sets out the strategic mechanisms which will support effective decision making and effective delivery. Prior to this strategy being developed we had significantly improved our strategic and operational approach to council housing asset management.

We have:

- Delivered an ongoing investment programme in the stock of c. £5million annually
- Improving our knowledge and understanding of stock condition with improved stock condition data
- Developing improved IT interfaces between housing systems
- Commenced work on developing an NPV evaluation of asset performance
- Provided projections of future investment requirements to improve forward planning
- Employed consultants to advise on redevelopment and regeneration opportunities.

1.1 Alignment and coordination of the asset management strategy to corporate objectives

Asset management is the management of physical assets to meet service and financial objectives. By applying robust asset management practices and principles Hinckley and Bosworth Council will ensure that its housing stock meets current and future needs, including reviewing and changing the portfolio to meet strategic objectives and planning for investment in repair and improvements.

Defining the context of asset management also requires the development of a more strategic understanding of assets and in particular developing modelling techniques to understanding 'the asset'. In particular principles including the return on assets (ROA) and the expected active approach to asset management will need to be developed further over the lifetime of this asset management strategy

This Council Housing Asset Management Strategy (AMS) has been established to complement Hinckley and Bosworth's HRA business plan and wider corporate objectives.

From a high-level strategic perspective, the Council's corporate objectives include two clear headings directly related and aligned to this strategy:

- People: Helping people to stay healthy, active and protected from harm
- Places: Creating clean and attractive places to live and work.

In addition, the Housing Strategy 2018-2023 includes a number of key areas to which this Council Housing Asset Management Strategy is further aligned:

- Ensuring that homes are safe and free from category 1 hazards
- Raise the standard of council homes and estates
- Reduce the number of people living in fuel poverty
- Deliver a housing investment programme ensuring stock will meet and maintain Decent Home Standard.

These strategic objectives set out a continuous thread in the approach to developing the key outputs of this Council Housing Asset Management strategy.

It should be noted that the strategic objectives and priorities set out in this strategy include a range of objectives that will impact significantly on the HRA business plan particularly in relation to any financial headroom within the business plan.

Importantly, as the objectives are achieved and the performance of stock improves, tenants' and residents' experience of the housing service provided will see significant beneficial changes.

In the longer term the Council Housing Asset Management Strategy will also seek to develop approaches to replace or improve uneconomic or obsolete housing stock and related assets, provided investments and provide good value for money and long-term sustainability. Good progress has been made in developing techniques to enable the assessment of financial performance information on all properties, with the development of a net present value (NPV) assessment tool. This NPV methodology will enable us to further develop an active asset management approach to stock investment decisions going forward.

1.2 Housing demand

This Council Housing Asset Management Strategy relates to the Council's portfolio of rented social housing which by its very definition addresses affordable housing need and demand within the Borough.

Hinckley and Bosworth Borough Council covers an area of 297 square kilometres and has a population of just over 105,000. There are four key urban settlements; Hinckley, Burbage, Barwell and Earl Shilton. Most of the affordable homes are located within these settlements. In 2019, the Council commissioned an in-depth housing needs study which addressed a number of key issues around housing needs. An important element of this study was in relation to affordable housing. The study identified that there was a strong continuous need for affordable rented housing within the Borough.

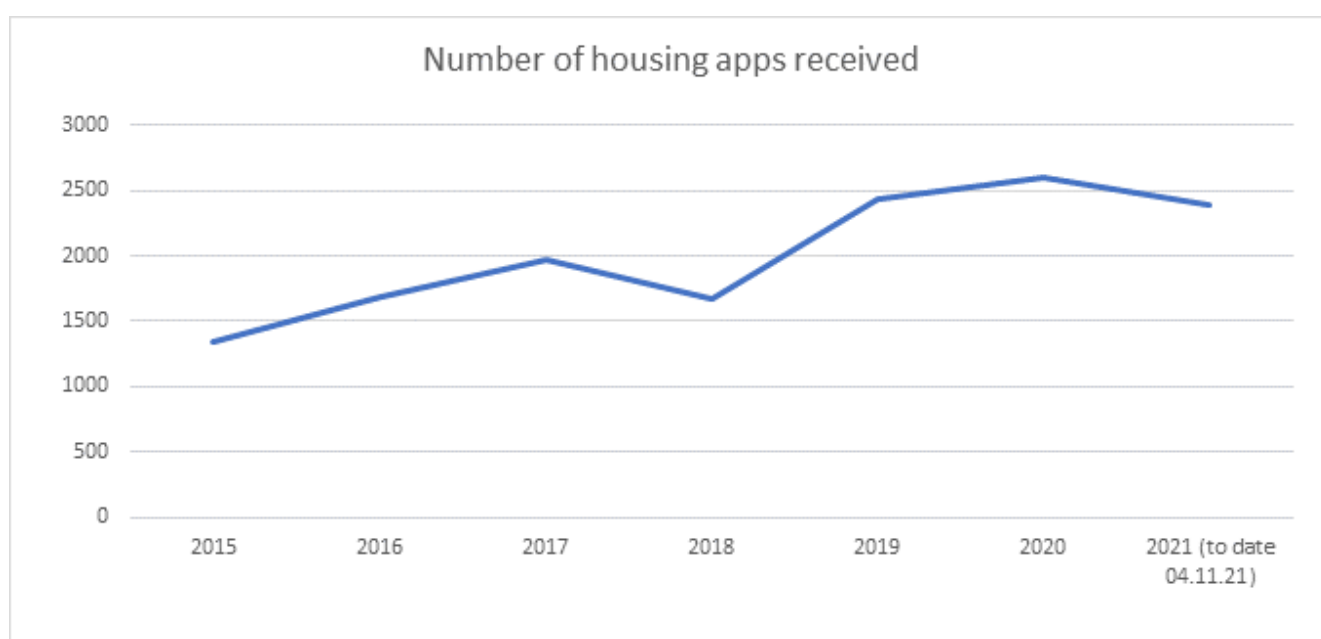
Hinckley and Bosworth is not an area where Homes England support the delivery of social housing in new build schemes. It is therefore important that council housing charging social rents is maintained to a high standard to support households who would struggle to afford higher rental levels.

Table 1 and Graph 1 below illustrates the number of people trying to access Hinckley and Bosworth Borough Council's Housing Register over recent years.

The table demonstrates that there is significant demand for rented social housing in the Borough. Demand has increased particularly since 2018 due to the continued effects of the coronavirus pandemic, which include a reduction in the availability of privately rented accommodation, combined with other factors such as changes to residents' personal circumstances.

Year	Number of housing applications received
2015	1344
2016	1692
2017	1970
2018	1678
2019	2428
2020	2604
2021 (to date 04.11.21)	2388

Table 1 – Housing demand data



Graph 1 – Housing demand data

Council housing stock turnover

Analysis of the stock turnover shows that during the years 2019 and 2020 there were 390 void properties in total. Of these voids, over a third resulted through death. Current stock turnover rates sit at around 7% which is in line with national averages.

The level of demand for all council homes is high and there is particular demand for one bedroom flats and two and three bedroom houses. The allocations policy prioritises those most in need of housing, but waiting times can still be lengthy and as table 1 above illustrates, increased housing demand continues to prolong the delay for many home seekers.

2 Stock profile, localities, archetypes etc, and condition

The Council's housing stock of 3229 properties is dispersed throughout Hinckley and Bosworth and comprises homes built between 1800 and 2018.

2.1 Stock distribution

Stock distribution and dispersal is as shown in table 2 below:

Parish/locality	Stock numbers	Parish/locality	Stock numbers
Bagworth	30	Newbold Verdon	185
Barlestone	60	Odstone	1
Barton in the Beans	4	Osbaston	23
Barwell	340	Peckleton	1
Burbage	556	Ratby	146
Congerstone	2	Ratcliffe Culey	1
Desford	97	Shackerstone	1
Earl Shilton	453	Sheepy Magna	18
Fenny Drayton	1	Sibson	1
Groby	84	Stanton under Bardon	31
Higham on the Hill	30	Stapleton	5
Hinckley	818	Stoke Golding	26
Kirkby Mallory	1	Thornton	77
Market Bosworth	77	Twycross	27
Markfield	101	Witherley	16
Nailstone	16	Total	3229

Table 2 – Stock distribution and dispersal

Table A shows that the dwelling stock is concentrated in a relatively small number of localities principally Barwell, Burbage, Earl Shilton and Hinckley.

It should be noted that rural housing has been disproportionately affected by the right-to-buy and many of the remaining properties within the housing stock portfolio are exempt from the right-to-buy, particularly older persons accommodation.

2.2 Age profile of the stock

The age profile of the stock is in the table 3 below and chart 1.

Construction date	Stock numbers	Percentage of stock
Pre 1900	3	0.10%
1900 - 1914	15	0.46%
1920 - 1939	624	19.32%
1940 - 1965	1186	36.73%
1966 - 1985	1140	35.30%
1986 - 1990	167	5.17%
1991 - 2016	6	0.19%
2017 - 2021	88	2.73%
Total	3229	100%

Table 3 – Council social housing stock by construction date

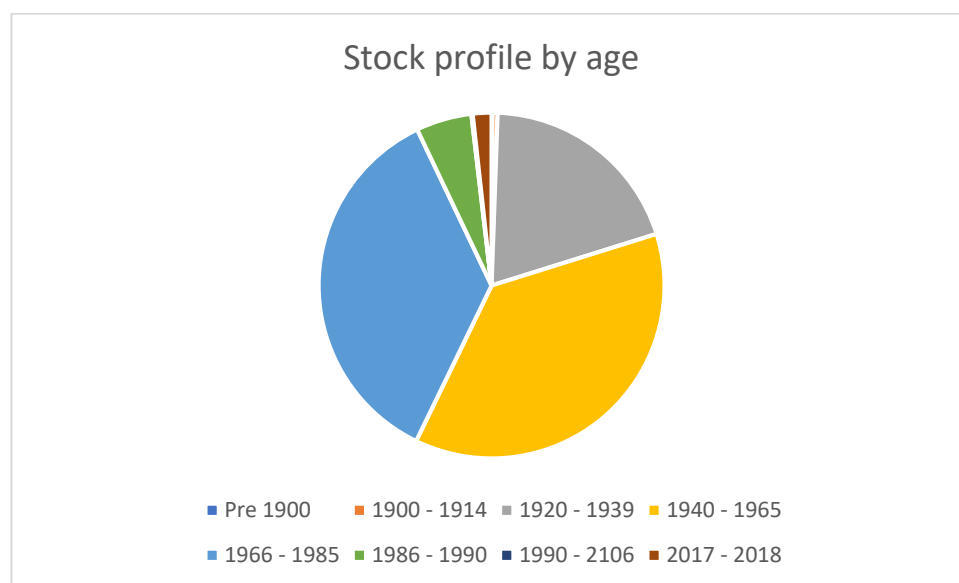


Chart 1 – Council social housing stock by construction date

Table 2 and chart 1 above show that the vast majority of stock, c.64% was built between 1940 and 1985. However, a relatively significant proportion of the stock, approaching 20%, has an inter-wars construction date.

This inter-wars stock is particularly problematic and increasingly will absorb significant proportions of future investment in the dwelling stock portfolio over the lifetime of this strategy and up to 2030. This is because much, if not all, of this stock is of solid wall construction and will require significant investment to achieve future energy efficiency standards. This is explained and explored in more detail later in this strategy.

2.3 Main archetypes

Despite the Council having experienced significant losses of houses through right to buy over a number of years, houses still provide the majority of the Council's dwelling stock portfolio. An analysis of the dwelling stock by principle property archetype is in the table 4 below and chart 2.

Property type	Numbers	Percentage of overall dwelling stock
Bungalow	602	18.64%
Flats	735	22.76%
Houses	1494	46.27%
Sheltered flats	247	7.65%
Sheltered bungalows	107	3.31%
Homeless accommodation	44	1.36%
Total	3229	100%

Table 4 – Council social housing stock by property type

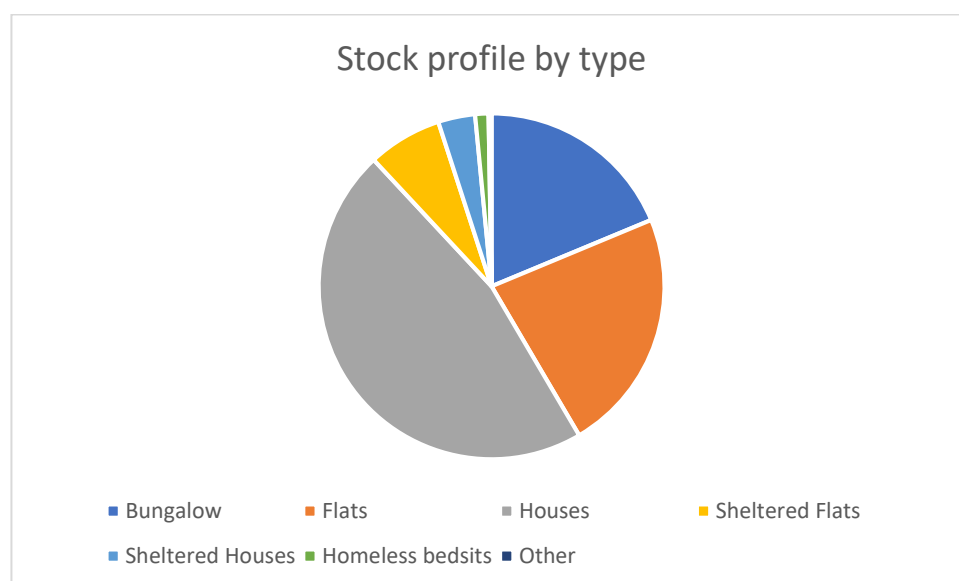


Chart 2 – Council social housing stock by property type

Table 4 and chart 2 above show that the largest proportion of the stock are houses, comprising approximately 47% of the overall dwelling stock portfolio. General needs flats comprise approximately 23% of the stock.

Bungalows and sheltered bungalows comprise approximately 22% of the stock.

Overall, sheltered accommodation (bungalows and flats) comprises around 10.5% of the stock.

2.4 Sizes of the dwelling stock

No of bedrooms	Stock number	Bungalows	Flats	Houses
1	911	283	911*	2
2	1128	418	400	310
3	1172	7	1	1165
4	16	1	0	15
5	2	0	0	2
	3229			

Table 5 – Council social housing stock by property type (*includes homeless accommodation)

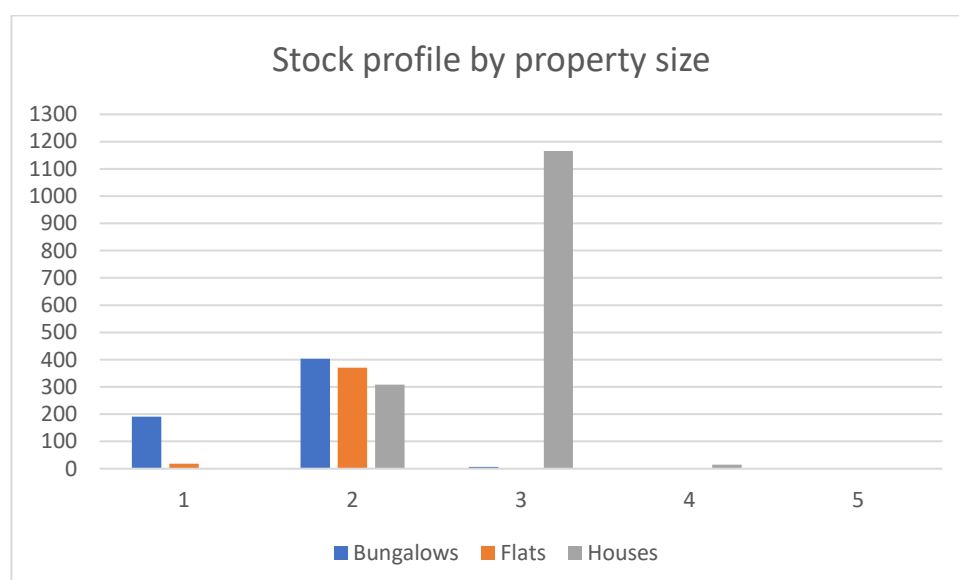


Chart 3 – Council social housing stock by property type

Table 5 and chart 3 show that the largest proportion of stock comprises two and three bedroom houses which cumulatively comprise 50% of the stock. There are also relatively large numbers of one and two bedroomed flats and two bedroom bungalows.

2.5 Non-traditional and specialist stock

Within the dwelling stock portfolio, there is a relatively significant number of non-traditional house types/dwelling types. There are in total, 134 properties constructed using non-traditional construction techniques.

There are also, three very old, pre-1900 properties with thatched roofs within the dwelling stock, which are extremely atypical of traditional council , social housing stock.

The majority of non-traditional dwelling types are predominantly BISF, Hawthorn-Leslie and Wates properties.

BISF and Hawthorn-Leslie are very similar in construction being of steel frame. These properties have been modernised extensively particularly with the addition of an external brick skin and cavity insulation, as a consequence of these works, energy efficiency and thermal insulation of the properties was improved significantly. This work was undertaken in the 1980s-1990s and as a result of this investment and modernisation works, there are no significant stock investment/asset management issues with the steel framed properties outstanding.

There are a relatively small number of Wates properties within the dwelling stock portfolio. These are PRC (pre-cast reinforced concrete) houses, a relatively common construction method used for the construction of council housing in the post-Second World War period.

A detailed analysis of non-traditional properties by volumes and construction period is shown below in table 6:

Non-traditional property type	No of properties	Build period
Non-trad BISF	57	1947
Non-trad Hawthorne Leslie	13	1966/67
Non-trad Wates	61	1953/56
Non-trad thatched	3	c.1800
Total	134	

Table 6 – Analysis of non-traditional properties

3 Stock condition

The principal requirement for social landlords is that properties meet the Decent Homes Standard, together with a range of statutory requirements under, inter alia:

- Housing Acts 1985- 2004 ,
- Environmental Protection Act 1990,
- Landlord and Tenant Act 1985,
- Defective Premises Act 1972 and most recently,
- The Homes (Fitness for Human Habitation) Act 2018.

There are also a range of regulatory requirements from the English Housing Regulator focusing particularly on compliance and health and safety issues.

A 'decent home', as described by government, is one that is safe, wind and weather tight, warm and has modern facilities. In order for a social landlord to achieve this aim any individual dwelling must meet all four of the following criteria:

- It meets the current statutory minimum standard for housing
- It is a reasonable state of repair
- It has reasonably modern facilities and services
- It provides a reasonable degree of thermal comfort.

More detailed information is included in the [Decent Homes Standard](#).

The current Decent Home Standard is due for change and update. An improved and updated Decent Homes Standard (DHS) is proposed in the recent Social Housing White Paper and is due for consultation in more detail shortly. This updated DHS is almost certainly due to take place during the lifetime of this Council Housing Asset Management strategy and the impact of this is likely to have additional financial burden on the HRA business plan.

The Council maintains a good record of its stock condition data on the 'Promaster' stock condition database to manage the dwelling stock asset base.

The stock condition database is populated with data from a stock condition survey commissioned in 2016 which has been updated in an opportunistic and periodic manner. Further review of stock data was commissioned in 2020 and work continues to ensure that comprehensive asset information is held and reviewed on an ongoing basis.

Good systems are in place to ensure that stock condition data is updated as works to properties are completed. As yearly planned programmes of work are completed, the asset management software is automatically updated via an interface with the housing management system in order to provide an accurate renewal date of key components. This stock condition updating feature is one that many social landlords struggle to achieve, but a feature that has been in place in Hinckley and Bosworth for a number of years.

Further confidence in stock data is ensured via the decent homes report produced on the 1st April each year. This affords an opportunity to further scrutinise and rectify any information that is considered to be inaccurate.

These and other measures ensure that we have a robust up-to-date stock condition data to help plan our future investment priorities.

Local authorities and housing associations are required to bring their properties up to, and maintain properties to the Decent Homes Standard. Significant investment works have been carried out over recent years with this aim and objective. Good progress in tackling non-decent properties has been made since 2018/19 with work being undertaken to large tranches of the housing stock.

Table 7 below shows numbers of significant, predominantly capital funded, components being replaced or properties where works have been delivered:

Key components replaced 2018/2020	Number of properties
Kitchen replacements	210
Bathroom replacements	120
Re-roofing	242
Door replacements	56
Boiler replacements	696
Electrical rewires/updating	198
External painting/cyclical maintenance	849

Table 7 – Table showing no of properties with key components replaced during 2018-20

This work continues, with council stock now being over 87% decent at 1st April 2021. Work is in programme, and we are 'on track' to ensure that the Council meets the Decent Homes Standard for all its properties by March 2023. It should be noted that there will be some overall fluctuations in decency levels periodically measured as a proportion of stock as properties fall out of decency.

4 Future investment requirements

Developing a clear evaluation and analysis of future investment requirements for the housing stock is predicated upon having robust and up-to-date stock condition data and information in place. In section 3 above, we have demonstrated that good systems and processes to keep stock data is up-to-date is in place.

As part of the development of this Council Housing Asset Management strategy, where we detail future key investment requirements, we have extracted Key data and information from the stock condition survey.

In line with the five year period of the strategy, future investment requirements over this period have been extracted from the stock condition database. For information purposes, and to obtain a contextual background of investment requirements beyond this five year timescale, we have also included investment requirements for a further five year investment requirements, ie ten years in total.

Due to the importance of decarbonisation and the requirements to achieve a minimum band C EPC Energy efficiency performance between 2030 and 2035 more work is under way to evaluate the financial impact on the HRA of these important developing areas of future stock investment.

The implications of the wider decarbonisation and energy efficiency requirements are explored in more detail in section 4 of this strategy.

Future investment requirements in terms of key components requiring to be replaced, annually, are shown in table 8 below.

Year	Boiler replacements	Bathroom replacements	Central heating systems	Composite doors	Kitchen replacements	Roof finish and structure	Windows
2021	145	66	114	12	126	39	29
2022	119	2	133	4	10	44	19
2023	88	5	67	2	25	103	1
2024	86	2	183	5	141	11	1
2025	99	1	73	53	221	7	
2026	97	109	128	24	161	72	117
2027	97	2	82	8	112	30	2
2028	128	7	118	21	51	22	2
2029	227		183	47	37	13	52
2030	223	34	162	29	88	23	42
2031	197	112	37	181	233	9	363

Total	1506	340	1280	386	1205	373	628
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Table 8 – Numbers of properties requiring key component replacement up to 2031

For further information, the average number of dwellings requiring these key components to be replaced over the five year term of this Council Housing Asset Management strategy is shown in table 8 below. The ten year average investment requirement in terms of average numbers of dwellings requiring these complete key components is also shown in table 9 below. This demonstrates that broadly, the level of investment in each key component area remains relatively consistent on an annual basis.

This gives us a high degree of confidence that the ‘smoothing exercise’ carried out within the stock condition survey database has been successful in minimising ‘peaks and troughs’ in the investment profile - certainly up to 2031.

	Boiler replacements	Bathroom replacements	Central heating systems	Composite doors	Kitchen replacements	Roof finish and structure	Windows
5 year average	109	34	105	24	112	48	25
10 year average	134	36	109	37	110	37	53

Table 9 – Average numbers of properties requiring key Component replacement up to 2031

Current data indicates a future investment need of £115m over 30 years for all stock investment requirements covering all major components with placements. This represents our individual investment requirements per property of a little below £36,000. This is of course over a 30 year period and is based on the current stock condition data and does not include significant investment requirements that will be needed for improving the energy efficiency of our stock and decarbonisation costs as described later in this strategy

In more detail, in the immediate five year period of the strategy, stock condition data indicates that investment requirements of £24.35 million are needed as indicated in more detail below in table 9. Major component replacements have been identified in detail, e.g. Bathroom replacements, replacement kitchens, re-roofing etc. Other relatively minor works in comparison key component replacements have been described as in table 9 below as ‘other works’. These ‘other works’ comprise approximately 16% of the overall annual investment works for each of the five years of the Council Housing Asset Management strategy. These ‘other works’ comprise works such as environmental improvements,, legionella compliance works, minor aids and adaptations etc.

Year	Bathroom	Heating and distribution	Door replacement	Rewires inc. voids	Kitchen	Reroofing	Windows	FRA	Insulation works	Capital voids	Asbestos removal	Aids and adaptations	Other works	Year	Total investment
2021	£136,840	£944,457	£44,194	£608,450	£676,381	£562,856	£66,481	£249,600	£0	£624,000	£203,750	£355,393	£871,000	2021	£5,343,402
2022	£136,840	£777,542	£44,194	£511,950	£676,381	£586,681	£66,481	£150,000	£292,200	£624,000	£203,750	£355,393	£851,000	2022	£5,276,411
2023	£136,840	£320,205	£44,194	£445,275	£676,381	£625,396	£58,076	£156,000	£0	£624,000	£203,750	£355,393	£851,000	2023	£4,496,509
2024	£136,840	£585,875	£44,194	£508,275	£652,800	£178,685	£58,076	£29,000	£0	£624,000	£203,750	£355,393	£851,000	2024	£4,227,888
2025	£136,840	£366,206	£58,715	£426,132	£897,600	£178,685	£58,076	£207,500	£642,500	£624,000	£203,750	£355,393	£851,000	2025	£5,006,397
Totals	£684,200	£2,994,285	£235,491	£2,500,082	£3,579,542	£2,132,302	£307,191	£792,100	£934,700	£3,120,000	£1,018,750	£1,776,965	£4,275,000	Totals	£24,350,608

Table 10 – Five year investment profile up to 2025

These investment works and their associated spend profile is showing in more detail in a chart 4 below:

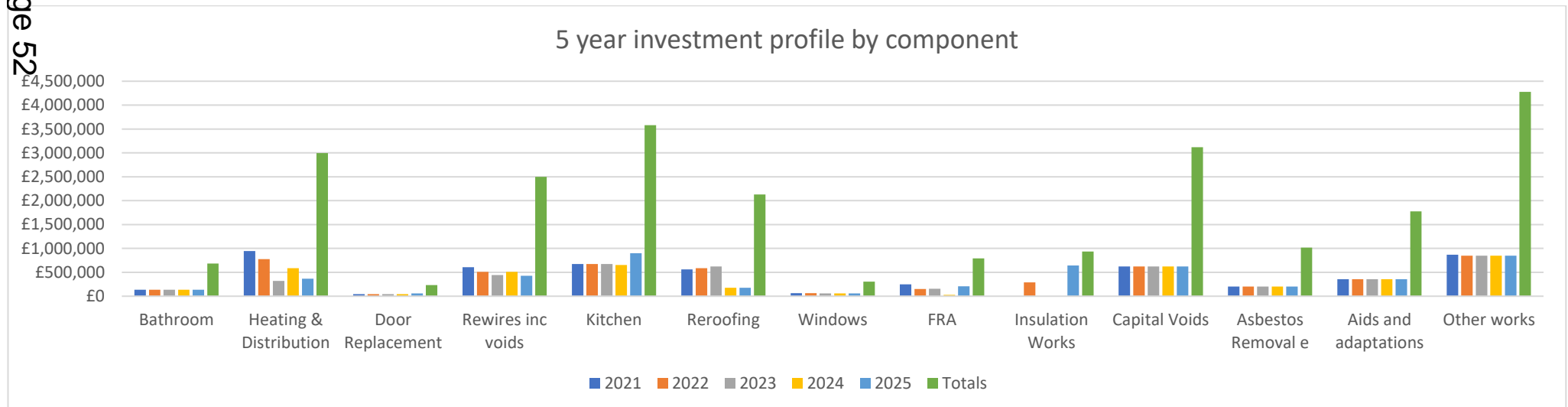


Chart 4 – Five-year investment profile showing key areas of expenditure by year and cumulatively

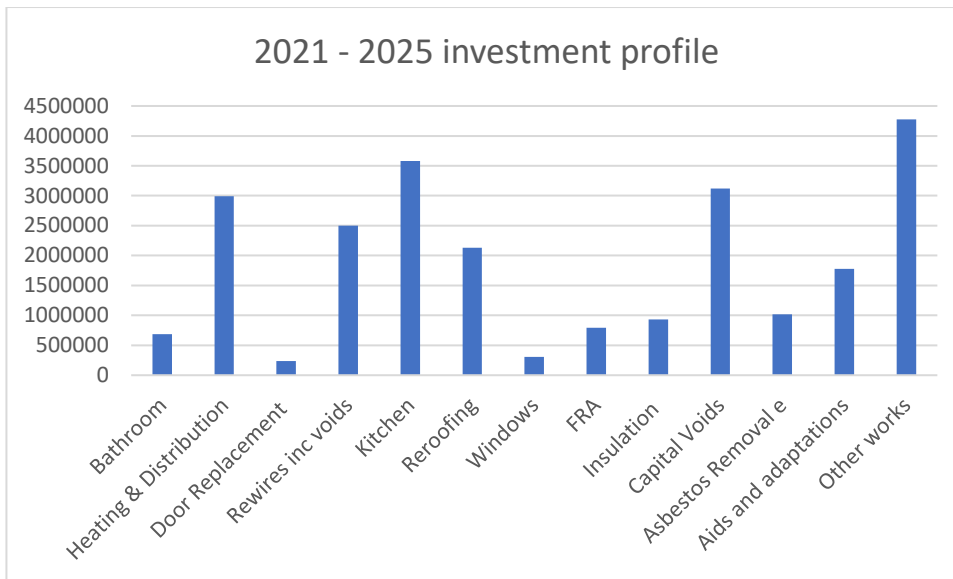


Chart 5 – Five-year investment profile showing key areas of expenditure cumulatively

Table 10 and charts 4 and 5 show that the highest levels of expenditure by key component type relate to kitchens, capital void works, heating installations and rewiring. This is demonstrated in more detail in chart 5.

Of particular note is the relatively low investment and expenditure in thermal insulation improvement works which is referred to later in more detail in section 4.1 of this report.

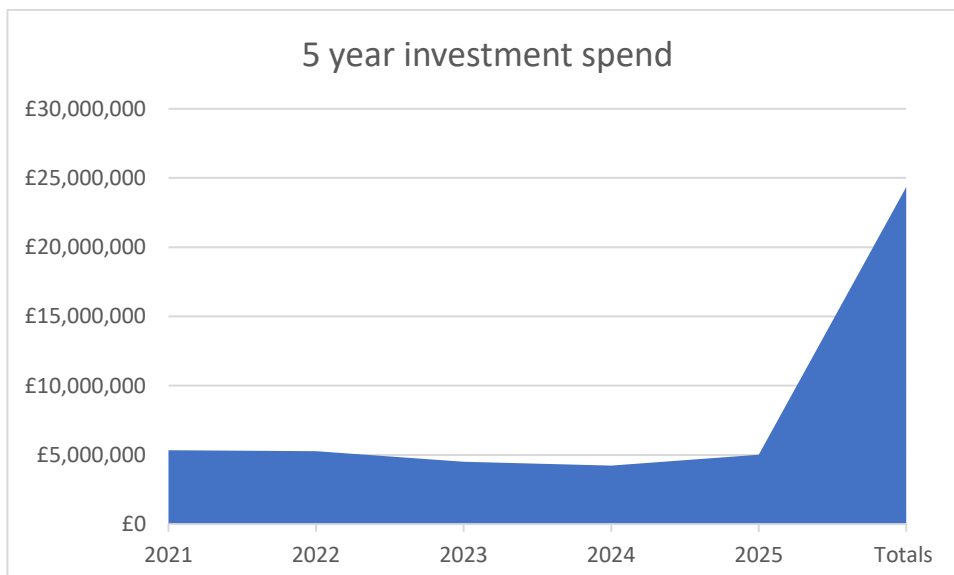


Chart 6 – Stock improvement – annual and cumulative five-year investment expenditure

Chart 6 shows the expenditure profile. Investment purposes as currently extracted from the stock condition database.

4.1 Decarbonisation and energy performance of the stock

The need to improve the energy efficiency of our dwellings stock over the period of this Council Housing Asset Management strategy and beyond will form an important continuing investment theme for the council as we seek to improve energy efficiency and reduce fossil fuel consumption by tenants in our housing stock.

Through the Clean Growth Strategy, the UK government has set a target for social housing providers to attain the minimum rating of Energy Performance Certificate (EPC) C for rented properties by 2035 (2030 for 'fuel poor' households). This is an important milestone towards the longer term, and much more ambitious and challenging aspiration, to make all homes 'net-zero-carbon' by 2050.

Over recent years, as part of the Decent Homes programme Hinckley and Bosworth has carried out a range of works to directly improve the overall energy performance of the stock. We have been investing in more efficient heating systems, improving thermal insulation, installing more energy efficient windows and external doors. This work continues.

We build on this approach as part of our strategy to continue to improve the overall condition of the dwelling stock, and maintain compliance with Decent Home Standards including any changes that may be introduced to the standard by legislative change.

Through the lifetime of the strategy, and beyond, there will be a shift in focus towards decarbonisation and improved energy efficiency of the stock.

We will adopt a 'fabric first' approach in the management of our housing stock, to ensure that we are able to meet the highest possible levels of energy efficiencies in the fabric of the buildings, to ensure that our tenants become progressively less reliant on fossil based heating systems. As a consequence, they will be less likely to be impacted by fuel poverty.

Over the next five years we will focus on implementing upgrades across our housing stock to ensure that we are on track to ensure that all our properties have an EPC rating of C or more by 2035.

Our most up-to-date energy efficiency data and information indicates that around 47% of our stock is already at EPC band C or better. A further 47% of our stock is band D whilst a relatively small proportion of stock, around 6%, is below band D.

We have recently undertaken a review to identify our worst performing assets in terms of energy efficiency, and we will focus on ensuring that these properties are brought up to a better standard in terms of energy efficiency.

As we continue this review, we anticipate that solid wall properties will form a significant proportion of the least energy efficient properties portfolio.

As part of the Decent Homes programme we already have a good experience of providing external insulated cladding (thermal wraps) and other thermal insulation improvements mechanisms to solid wall properties. We will build on this experience and knowledge and

anticipate that as our review develops that our immediate priority will be to undertake thermal wraps to these properties to improve the efficiency of these buildings.

We will develop an EPC modelling exercise that will enable specific targeting of resources to meet EPC requirements by 2030 and other legislative requirements.

In the longer term, the HRA Business plan will be reprofiled to consider the full extent of all financial implications of introducing energy efficiency measures over the course of the business plan. Recent research, the '*Cost assumptions for BEIS's (Building Energy Efficiency Research) energy efficiency modelling*', indicates that a thermal insulation and energy efficiency package involving thermal cladding, upgrading roof void or loft insulation and replacement windows for a typical small semi-detached property or mid terraced property would cost around £14,000 per dwelling.

On the basis of our current knowledge of solid wall properties this alone equates to a required investment of c.£9.5million by 2030. If we assume this level of investment is required for all properties currently known to be below band C, this equates to an additional investment of £13.25 million.

The existing HRA business plan has a total investment value from 2021 to 2030 of £43.2 million with only £3.9 million included as currently modelled for thermal insulation. Please refer to the glossary on page 26 for more information on this.

4.2 Risk management

A detailed risk assessment needs to be developed as a supplementary document to this Council Housing Asset Management strategy. For the purposes of this strategy potential key risk areas are:

- Failure to invest in the stock will mean that over the lifetime of the strategy and beyond, there is a greater risk of properties of not meeting the Decent Homes Standard
- Failure to achieve Decent Homes Standard carries a high risk of reputational loss, potential compliance action by tenants, and regulatory intervention by the Regulator of Social Housing
- Future updating of stock condition data leading to incorrect or inappropriate stock investment decisions
- There may be insufficient headroom in the HRA business plan to fund future planned investments which currently do not fully address thermal installation and decarbonisation costs
- Future failures to manage health and safety compliance may put residents, staff and contractors at risk
- Future failures to meet statutory standards can carry penalties and will damage the organisation's reputation, and potentially exposed the organisation to legal action
- An incorrect scope or poor quality of stock investment will have a key influence on customer satisfaction

- Poor value for money in asset management will have a major impact on the HRA business plan as stock investment works represent a large proportion of business plan spend
- Failure to improve stock thermal efficiency will increase the risk of fuel poverty amongst tenants. Internal and external factors impact on expenditure to make it the element of our landlord operations most vulnerable to increased costs.

A regular process to identify and assess risks (strategic and delivery) will be developed internally and actions agreed to manage risks in order to minimise impact.

4.3 Adapted properties

Reference to table 10 indicates that there is a continued works of aids and adaptations to the dwelling stock.

Over the five year period of this strategy, a total of £1.77 million will be spent on aids and adaptations, averaging approximately £355,000 annually for disabled aids and adaptations.

There is, at present, no specific adapted properties register, though information is held on the 'Promaster' database. The development of an adapted properties register is therefore incorporated in the action plan of this strategy.

We will create an asset register for aids and adaptations which will have strong links into both our allocations policy and our developing approach to asset performance evaluation.

4.4 Compliance

Overall, good compliance is reported in four key areas:

- Gas servicing and maintenance
- Asbestos management surveys
- Legionella testing
- Cyclical electrical testing.

Over the period 2018 to 2021, high levels of compliance in gas safety and legionella testing have been achieved.

There has been greater focus planned on undertaking asbestos surveys over recent years. We are currently (2021) reporting 97% compliance and have increased this significantly since 2018.

We have prioritised our electrical testing programme significantly since 2018 and have 99.75% compliance in 2021.

In addition good progress has been made with fire risk assessment works with completion of all high priority fire risk assessment works identified due to be completed by 2022. Over the five year term of this asset management strategy approximately £800,000 is planned to be spent on fire risk improvement works, averaging approximately £158,000 annually with particularly significant planned expenditure of a £0.25M in 2021/22.

Work is also underway to formalise our strategy to manage asbestos within our stock.

4.5 Older persons' accommodation

The Council provides 354 sheltered properties across 11 sites.

Schemes are located across the borough including many rural areas as shown in Table 10 below:

Scheme	Location	Build date	TOTAL NUMBER & MAKE UP OF PROPERTY TYPES
Ambion Court	Market Bosworth	2021	24 x 1 bed apartments
Armada Court	Hinckley	1989	71 x 1 & 2 Bed apartments
Barlestone Scheme	Barlestone	1981	26 properties consisting of: 9 x 2 bed bungalows 10 x 1 bed bungalows 4 x 2 bed apartments 3 x 1 bed apartments
Castle Court	Burbage	1977	35 apartments consisting of: 16 x 1 bed apartments 19 x studio apartments
Centurion Court	Ratby	1985	24 apartments consisting of: 4 x 1 bed apartments 20 x studio apartments
Clarendon House	Hinckley	1965	12 x 1 bed apartments
Herford Way	Burbage	1975	52 x 1 bed bungalows
Mayflower Court	Markfield	1978	24 apartments consisting of: 20 x studio apartments 3 x 1 bed apartments 1 x 2 bed apartments
Meadow Road	Barwell	1971	27 x 1 bed bungalows
Royal Court	Hinckley	1979	35 properties consisting of: 3 x 1 bed bungalows 8 x 2 bed apartments 11 x 1 bed apartments 13 studio apartments
Tom Eatough Court	Earl Shilton	1989	24 x 1 bed apartments
TOTAL			354 properties

Table 10 – Sheltered housing profile

The ages and property types are as shown above in table 10:

Table 10 shows that all sheltered housing scheme dwellings, with the exception of Ambion Court, are more than 30 years old. The oldest sheltered housing property was built in 1965 and is now approaching 60 years.

General investment requirements such as the range of component replacements identified in section 4 of this report are incorporated into the general stock investment requirements.

More detailed analysis on future investment for our sheltered housing schemes will be undertaken in due course and this will include consideration of both energy performance and decarbonisation requirements, alongside financial implications.

The strategy will be informed by an understanding of local need and provision for sheltered and supported housing accommodation. Particular regard will need to be made to individual and group/scheme asset performance using the options appraisal methodology currently under development.

Our ambition is to provide contemporary and flexible accommodation to meet the needs of our tenants. We will continue to invest in elderly person's accommodation with a strong focus on providing high-quality affordable homes for elderly persons within our communities.

All schemes are managed by a team of support staff and residents have access to support by a 24-hour on-call support centre. Residents have access to a range of managed communal facilities including car parking and gardens, lounges, laundries. CCTV and monitored fire alarms and secure door entries are installed at the majority of sites.

Ambion Court

An excellent example of this continued investment in elderly persons accommodation is provided by Ambion Court which we have recently developed on the site of a former sheltered scheme.

Ambion Court is located in Southfield Way, Market Bosworth, and provides 24 high quality one bedroom apartments. There is a scheme manager on site supported by a 24-hour on-call support centre. Each apartment features its own individual courtyard or balcony. There are communal facilities within the scheme including laundry facilities, car parking and a communal lounge and kitchen.

Dwellings have a high level of security by design and have secure entrances and secure communal gardens.

Growing our housing supply

In addition to the remodelling of Ambion Court in Market Bosworth the council has delivered new housing over recent years including a bungalow scheme at Groby, 30

properties at Bennett Close in Hinckley and a further 11 properties at Middlefield Lane in Hinckley.

Our developing strategy is to continue to increase the supply of our housing stock to ensure that we are able to meet local housing need.

4.7 Non-housing assets

Work has commenced to ensure that non housing council housing assets are included within our overall Council Housing Asset Management strategy. A comprehensive review of our garage sites has recently been undertaken and our focus over the life of this strategy will be to ensure that our housing estates continue to be well manage and that investment opportunities are considered where appropriate.

5 Active asset management

This strategy recognises the need to introduce a more rigorous and structured assessment of the performance of our stock. Many social landlords have developed this approach to assist them in decision-making processes around investment and to enable them to adopt intervention mechanisms for underperforming assets. A more strategic and targeted approach to stock investment therefore needs to be developed.

We are working towards the development of a stock assessment and evaluation process. This methodology will enable us to evaluate the financial performance of all our stock, alongside other measures of broader neighbourhood sustainability linked to your social housing objectives.

We will use this options appraisal methodology for understanding and identifying the best and worst performing housing assets. The options appraisal methodology will use updated stock condition data supported by wider financial and housing management information such as individual property historic and projected responsive repair costs, future investment requirements to bring and maintain properties to the Decent Homes Standard, void costs, rent loss etc. We will also build into the evaluation model a range of the socio-economic factors to ensure that future investment decisions take into account wider stock sustainability issues and align with housing need.

A key output from this will be an assessment of the performance of all the housing stock including net present values (NPV). Further evaluation of this methodology will be taken as part of this strategy. NPV analysis will enable us to identify stock that is performing poorly, on either a financial or broader socio-economic sustainability basis and alternative options may then be explored in line with strategic planning.

6 Resident involvement

HBBC puts customers at the centre of service development and supports a range of tenant meetings and focus groups that ensure customers have the opportunity to comment on services, either in person, or digitally. Incentives and targeting help to ensure that involvement is more representative than has previously been the case.

At least three formal meetings are held annually with residents and include subjects relating to repairs, maintenance and building safety.

We are committed to ensuring that resident involvement and feedback is embedded across all our services.

Transactional surveys are conducted to establish customer satisfaction and obtain feedback and insights at the point of service delivery. A perception survey on customer satisfaction is undertaken every two years to inform service priorities from the customer perspective.

The relaunch of tenant scrutiny is being strengthened and supported through the involvement of Councillors. This will help to ensure tenants are empowered to review performance data and comment on decisions that affect the service in line with regulatory requirements.

Resident involvement is underpinned by the ongoing collection of profiling and performance data and benchmarking is undertaken to compare performance with other landlords.

7 Key targets – our action plan

Key targets	Target date
Develop a strategy for achieving EPC band C by 2030	January 2024
Review the stock condition database and develop a consistent approach to archetypes and other property descriptors.	January 2023
Develop a methodology for obtaining a much clearer understanding of SAP/EPC rating of the stock particularly for those properties where no data currently exists.	December 2022
Review the HRA business plan and develop a clear understanding of the headroom for future investment (particularly decarbonisation/energy efficiency).	April 2022
Clarify investment cycles for key components particularly gas boiler replacements.	September 2022
Develop an asbestos management policy and strategy.	December 2022
Develop an adapted properties register of current and future properties that have been adapted for disabled persons.	March 2023
Renew an adaption policy to ensure that works are progressed as expediently as possible in line with legislative requirements	March 2023
Develop a wider options appraisal methodology to identify underperforming dwellings.	September 2022
Consider the development of a net present value (NPV) assessment of stock.	September 2022
Develop an energy efficiency and stock improvement strategy to focus on reducing the number of properties that fall below band C and increasing the percentage of homes in band A and B.	January 2024
Maximise opportunities for claiming grants and financial support as part of the wider energy efficiency and decarbonisation programme.	September 2022

Key targets	Target date
Develop an internal skill base for retrofit projects including PAS 2035.	December 2022
Carry out an in-depth options appraisal of the sheltered housing portfolio and develop a sheltered housing investment strategy.	January 2024
Ensure that all non-housing assets such as garages, communal areas, and communal rooms in sheltered housing schemes etc are fully identified and that associated condition information is incorporated into the stock condition database.	January 2023

Glossary and references

Hinckley and Bosworth HRA Business Plan

Hinckley and Bosworth Stock Condition Survey

[Decent Homes Standard](#)

Hinckley and Bosworth Hostel Options Review

Hinckley and Bosworth Hostel Housing Needs Study

[What does it cost to retrofit homes? Publication by Department for Business, Energy and Industrial Strategy](#)

[Hinckley and Bosworth Housing Strategy](#)

[Hinckley and Bosworth Corporate Plan](#)

[Review into Stock Condition Data by HQN \(housing stock condition health check\)](#)

HINCKLEY AND BOSWORTH BOROUGH COUNCIL

FINANCE & PERFORMANCE SCRUTINY

17 JANUARY 2022 AT 6.30 PM

PRESENT: Cllr C Ladkin - Chairman
Cllr P Williams – Vice-Chairman
Cllr JMT Collett, Cllr DS Cope, Cllr K Morrell, Cllr LJ Mullaney, Cllr MC Sheppard-Bools
and Cllr R Webber-Jones

Members in attendance: Councillors

Officers in attendance: Mark Brymer, Steven Merry, Rebecca Owen, Rebecca Valentine-Wilkinson and Ashley Wilson

272 APOLOGIES AND SUBSTITUTIONS

Apologies for absence were submitted on behalf of Councillor Gibbens.

273 MINUTES OF PREVIOUS MEETING

It was moved by Councillor Williams, seconded by Councillor Collett and
RESOLVED – the minutes of the meeting held on 1 November
2021 be confirmed as a correct record.

274 DECLARATIONS OF INTEREST

No interests were declared.

275 FRONTLINE SERVICE REVIEW - ENVIRONMENTAL HEALTH

Members were updated on this review on the activities regarding the services of gambling, alcohol, taxi, and scrap metal licensing, tattooists and body piercing registration.

Licensing

- Gambling – premises & permits
It was confirmed to members that as the licensing authority Hinckley & Bosworth Borough Council was responsible for issuing premises licenses to casinos, betting offices, race tracks, bingo clubs, adult gaming facilities and family entertainment centres. Proactive compliance inspections had been carried out to all gambling premises in the borough with a reduction in activity seen in 2020/21 due to the Covid pandemic.
- Taxis
It was confirmed to members that the pandemic had effected the taxi trade resulting in many of the drivers having left the trade and not renewed their licences.
- Licensing
It was confirmed to members that the service had carried out a number of proactive and reactive inspections each year under the Licensing Act 2003. Many pubs, cafes and bars had remained closed or now had restricted opening times due to the pandemic.
- Scrap metal

It was confirmed that the service had carried out a number of proactive and reactive inspections with a reduction in activity seen in 2020/21 due to the pandemic. The reduction in income had been the result of several businesses no longer trading due to a number of factors.

- Tattooing/skin piercing

It was confirmed to members that there had been an increase in registration applications for tattooists and skin piercers. Currently there was 83 tattooing/skin piercing premises registered with the Council.

Members thanked the team for the work that had been done behind the scenes and congratulated them on their good work.

The report was noted.

276 FINANCIAL OUTTURN QUARTER 2 - 2021/22

Members were presented with the financial outturn position as a September 2021.

A question was raised by members regarding the Homelessness funding and whether there had been a significant increase in the recent funding. It was confirmed to members that this funding was a mix of different sources that were used to offset this budget but the allocation would be checked and members would be informed if there had been an increase in this area.

Members queried whether the car parking income would ever increase and it was confirmed that there was unlikely to be a recovery back to pre-Covid levels as people were now working from home and had significantly changed their habits so this income would still be below what would be expected.

Discussion took place regarding the Crematorium and the significant delays surrounding this project.

The report was noted.

277 MEDIUM TERM FINANCIAL STRATEGY PROGRESS REPORT - VERBAL UPDATE

Members were given a verbal update on the medium term financial strategy. It was confirmed that due to the increasing shortfall a number of charges would need to be increased, such as an increase of £5 on council tax and £5 for collection of garden waste.

It was confirmed that the Medium Term Financial Strategy report would be produced for May 2022 and would be a 3 year strategy.

Members noted the feedback received from the Head of Finance.

278 FINANCE & PERFORMANCE SCRUTINY WORK PROGRAMME

Consideration was given to the work programme for 2021/22 and beyond.

A member queried when they would be getting an update on the Planning performance and it was confirmed that members would be updated by way of the quarterly performance reports.

Members confirmed they were happy with the forthcoming work programme.

Members noted the work programme.

(The Meeting closed at 8.15 pm)

CHAIRMAN

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