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HINCKLEY & BOSWORTH
BOROUGH COUNCIL

Hinckley & Bosworth
Borough Council

AGENDA FOR THE
MEETING OF THE COUNCIL

TO BE HELD ON

TUESDAY, 18 NOVEMBER 2025

AT 6.30 PM

Hinckley Hub • Rugby Road • Hinckley • Leicestershire • LE10 0FR
Telephone 01455 238141 • MDX No 716429 • www.hinckley-bosworth.gov.uk

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Thank you

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

Date: 10 November 2025

Hinckley & Bosworth
Borough Council

Dear Member

I hereby summon you to attend a meeting of the Hinckley & Bosworth Borough Council in the Council Chamber at these offices on **TUESDAY, 18 NOVEMBER 2025** at **6.30 pm**

Yours sincerely

Miss RK Owen
Democratic Services Manager

A G E N D A

1. **Apologies**

2. **Minutes of the previous meeting (Pages 1 - 4)**

   To confirm the minutes of the meeting held on 30 September 2025.

3. **Additional urgent business by reason of special circumstances**

   To be advised of any additional items of business which the Mayor decides by reason of special circumstances shall be taken as matters of urgency at this meeting. Items will be considered at the end of the agenda.

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.

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5. **Mayor's Communications**

To receive such communications as the Mayor may decide to lay before the Council.

6. **Questions**

To deal with questions under Council Procedure Rule number 14.

7. **Petitions**

To deal with petitions submitted in accordance with Council Procedure Rule 15.

8. **Leader of the Council's Position Statement**

To receive the Leader of the Council's Position Statement.

9. **Minutes of the Scrutiny Commission (Pages 5 - 8)**

To receive for information only the minutes of the Scrutiny Commission meeting held on 11 September 2025.

10. **Local Government Reorganisation proposal (Pages 9 - 24)**

To outline the proposal by the districts in Leicestershire and Rutland County Council in relation to local government reorganisation.

11. **Supplementary income request - Homelessness demands and temporary accommodation (Pages 25 - 32)**

To seek approval for a supplementary income request of £900,000 to meet escalating demands in relation to homelessness provision.

12. **Calendar of meetings 2026/27 (Pages 33 - 34)**

To approve the calendar of meetings for 2026/27.

13. **Motions received in accordance with Council Procedure Rule 17**

(a) To be proposed by Councillor Harris and seconded by Councillor Lambert

“Council notes that:

- Construction and development projects in rural areas often bring significant heavy vehicle traffic through villages and countryside roads that were not designed to accommodate such usage
- Residents in rural parts of Hinckley & Bosworth have raised concerns about road safety, environmental damage, noise, disruption to daily life and damage to local infrastructure caused by construction traffic
- Current construction traffic management plans (CTMPs) often fail to sufficiently account for the unique characteristics and limitations of rural road networks.

Council believes that:

- Rural communities deserve the same level of consideration and protection from construction disruption as urban areas

- Strengthened CTMPs, developed in consultation with local parish councils and residents, can help mitigate adverse impacts and ensure more sustainable and respectful development.

Council resolves to:

1. An action review by the Scrutiny Commission at regular intervals (for example, quarterly)
2. Require that all future CTMPs for developments in rural Hinckley & Bosworth:
   - Include a clear assessment of narrow lanes, vulnerable road users and school zones
   - Mandate designated routes for construction vehicles, avoiding sensitive areas where possible
   - Include restrictions on hours of operation to protect residents' quality of life
   - Set out plans for regular road condition monitoring and reinstatement where necessary.
3. Advocate for early engagement with ward councillors during the preparation of CTMPs, in exceptional circumstances where construction traffic is expected to have a significant impact on the surrounding area – such as the recent application in Desford
4. Write to Leicestershire County Council's Highways department requesting collaboration on stronger enforcement of traffic routes and vehicle size restrictions in rural areas
5. Ensure planning enforcement officers have the resources and direction to monitor and address non-compliance with CTMPs."

(b) To be proposed by Councillor R Allen and seconded by Councillor Harris

"There are many young people in Hinckley & Bosworth who, for a variety of reasons, are unable to use traditional secure toddler swing seats or straight swing seats.

To address this there are specially designed accessible swing seats to provide such children with the simple joy of having a swing.

An accessible swing seat has already been installed by Barwell Parish Council in one of their parks, and has been so well received that the parish council hopes to introduce them to all of their parks.

Burbage Parish Council is also considering the installation of an accessible swing seat, hopefully by the end of this year.

This motion proposes that, as part of all future planning approvals for residential developments that include a formal play area, at least one accessible swing seat be provided as part of this provision by the developer."

(c) To be proposed by Councillor Pendlebury and seconded by Councillor Williams

"HGV strikes at the A5 railway bridge cause economic losses and major delays on local and national roads, costing residents time and money.

In 2023 this authority reluctantly approved the proposed development on the adjoining area of Warwickshire for a massive warehouse development on the condition that the part of the development which lies within HBBC control (the bridge and access road and Dodwells roundabout) should be improved.

The bridge and roundabout frequently cause major delays and congestion. Resolving these problems was seen as crucial before approving large-scale development and was central to planning decisions.

When the developers presented their plans, work on the bridge was expected within six months. However, a senior representative of National Highways has stated that the A5 carriageway design has only just been completed and must still be thoroughly reviewed to ensure long-term safety and reliability. As the representative highlighted fundamental concerns, full approval is not yet in place.

Despite the lack of progress in the design, validation and implementation of the necessary highways works, including lowering the carriageway, the warehouse development is close to completion with the obvious danger that pressure will be brought to bring the development into use prior to the very necessary highways improvements have been completed.

Accordingly, this authority resolves to write to the other parties involved including Rugby Borough Council, Warwickshire County Council, Leicestershire County Council, National Highways and the Department for Transport and stress that it is essential that all infrastructure listed in the planning conditions as to be delivered prior to the development first being brought into use, are delivered. This is particularly important for condition 13 – the scheme of works for lowering of the A5 carriageway under the railway bridge. These conditions remain an essential element for the safe operation of our local highways and should not be relaxed in any way."

(d) To be proposed by Councillor M Mullaney and seconded by Councillor Bools

"Council notes the recent announcement by Keir Starmer's Labour government of plans to introduce a mandatory digital ID scheme for all UK residents.

Council further notes that the government's plan:

- Could require every resident to obtain a digital ID to access public services and entitlements

- Could risk criminalising millions of people, particularly older people, those on lower incomes, or those without access to digital technology
- Raises significant privacy and civil liberty concerns
- Could result in billions of pounds of taxpayers' money being wasted on a massive IT project, with no clear benefit or safeguards.

Council believes that Labour's scheme:

- Represents an expensive measure that will undermine public trust
- Will do nothing to address the real priorities facing communities such as delivering more police on the streets, properly funding local schools and fixing broken roads and pavements
- Fails to protect our core British values of liberty, privacy and fairness.

Council welcomes the Liberal Democrats' consistent national opposition to Labour's ID cards, having previously defeated Labour's original plans for ID cards in 2010, and opposes Labour's renewed attempt to impose them in digital form.

Council resolves:

- To formally oppose the Labour government's digital ID plans
- To request the Leader of the Council and the Chief Executive to write to the Secretary of State for the Home Department and the Minister for Digital Infrastructure expressing this Council's firm opposition to Labour's mandatory digital ID system and calling for the plans to be scrapped
- To work with local voluntary, digital inclusion and civil liberties groups to ensure that no resident in Hinckley & Bosworth is penalised or excluded as a result of any national identification scheme."

(e) To be proposed by Councillor R Allen and seconded by Councillor Cook

"Council notes:

2025 has been the worst year ever for small boat crossings with over 37,000 people crossing the channel this year alone, leaving immigration policy under this government in tatters.

This Council resolves:

To request the Chief Executive to urgently assess the merits of seeking legal advice to prevent the use of local hotels for migrant accommodation where it is deemed to be in the best interests of the community. We also request the Chief Executive to ask officers to consider every option and seek legal advice on using injunctions, stop notices and other planning enforcement against change of use to prevent asylum hotels from being opened."

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HINCKLEY AND BOSWORTH BOROUGH COUNCIL

30 September 2025 AT 6.30 pm

PRESENT: CLLR REH FLEMMING - MAYOR
CLLR C GIBBENS – DEPUTY MAYOR

Cllr RG Allen, Cllr MC Bools, Cllr CW Boothby, Cllr SL Bray, Cllr MB Cartwright, Cllr DS Cope, Cllr SM Gibbens, Cllr DT Glenville, Cllr CE Green, Cllr C Harris, Cllr L Hodgkins, Cllr E Hollick, Cllr KWP Lynch, Cllr J Moore, Cllr LJ Mullaney, Cllr MT Mullaney, Cllr LJP O'Shea, Cllr A Pendlebury, Cllr M Simmons, Cllr H Smith, Cllr P Stead-Davis, Cllr MJ Surtees, Cllr BE Sutton, Cllr BR Walker, Cllr R Webber-Jones and Cllr P Williams

Officers in attendance: Chris Brown, Bill Cullen, Julie Kenny, Rebecca Owen, Madeline Shellard, Sharon Stacey and Ashley Wilson

180. **Apologies**

Apologies for absence were submitted on behalf of Councillors C Allen, Cook, J Crooks, W Crooks, Lambert and Weightman.

181. **Minutes of the previous meetings**

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

RESOLVED – the minutes of the meetings held on 3 and 8 July be approved as a correct record.

182. **Declarations of interest**

No interests were declared.

183. **Mayor's Communications**

The Mayor provided an update on events attended.

184. **Leader of the Council's Position Statement**

In presenting his position statement, the Leader referred to:

- Community cohesion and misinformation including false claims that local hotels were housing asylum seekers and that the council had targets for housing asylum seekers
- Richard III Sculpture Trail
- Summer and autumn events
- Reports considered at the recent meeting of the Executive including:
  - Achievements of the Warm Welcome project
  - The Heritage Strategy 2025-29
  - The Council house service rent policy

- Increased participation at Hinckley Leisure Centre
- The Making a Difference awards
- Local government reorganisation.

185. **Summary of achievements to the Corporate Plan 2024-2025**

Council was presented with key corporate achievements against the Corporate Plan 2024 – 2025. The successful corporate peer challenge which took place during this period was also highlighted. Members welcomed the report and extended thanks to officers. It was moved by Councillor Bray, seconded by Councillor Bools and

> RESOLVED – the progress and achievements against the Corporate Plan be noted.

186. **Financial Outturn 2024/25**

Consideration was given to the financial outturn for 2024/25. It was moved by Councillor Lynch, seconded by Councillor Bray and

> RESOLVED –
>
> (i) The general fund outturn for 2024/25 be approved;
>
> (ii) Transfers to earmarked reserves and balances be approved;
>
> (iii) The general fund revenue carry forwards into 2024/25 be approved;
>
> (iv) The housing revenue account and housing repairs account outturn for 2024/25 and transfers to and from balances be approved;
>
> (v) The capital programme outturn for the general fund and housing revenue account from 2024/25 be approved;
>
> (vi) The housing revenue account carry forwards be approved;
>
> (vii) The capital carry forwards be approved;
>
> (viii) The following additional budget approvals which have no impact on council budgets be approved:
>
> a. Food waste
> b. UK Shared Prosperity Fund
> c. ICT Partnership
> d. UK Rural Prosperity (capital)
> e. HRA capital programme.
>
> (ix) The income and expenditure budgets totalling £75,000 for 2025/26 in respect of the local land charges migration be approved.

187. **Local Plan 2024 to 2045 - Regulation 18 draft Local Plan**

Members received the Regulation 18 draft Local Plan which had been prepared for consultation. During discussion, the following concerns were raised by individual members about the content of the draft document:

- The infrastructure improvements required to cope with the additional housing for which the government would not provide funding
- Potential loss of farmland
- The impact on the A444 corridor and on the Hollycroft and Wykin areas of Hinckley
- The lack of transport links in some of the areas of planned housing growth.

Whilst acknowledging concerns in relation to the content of the plan, members were supportive of consulting on the document. It was moved by Councillor Bray, seconded by Councillor Bools and

RESOLVED –

(i) The period of formal public consultation on the Regulation 18 draft Local Plan from 12pm on Friday, 17 October to 5pm on Friday, 28 November 2025 be agreed;

(ii) Authority be delegated to the Head of Planning in consultation with the relevant Executive member to make minor drafting / presentational changes to the consultation documents.

(The Meeting closed at 7.48 pm)

MAYOR

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HINCKLEY AND BOSWORTH BOROUGH COUNCIL

SCRUTINY COMMISSION

11 SEPTEMBER 2025 AT 6.30 PM

PRESENT: Cllr P Williams – Vice-Chair in the Chair
Cllr MJ Surtees – Vice-Chair
Cllr MJ Crooks, Cllr J Moore, Cllr A Pendlebury, Cllr M Simmons, Cllr R Webber-Jones and Cllr A Weightman

Also in attendance: Councillor MC Bools and Councillor SL Bray

Officers in attendance: Paul Grundy, Rebecca Owen, Madeline Shellard and Sharon Stacey

146. **Apologies and substitutions**

Apologies for absence were submitted on behalf of Councillors Cope, Harris and Lambert.

147. **Minutes**

It was moved by Councillor Crooks, seconded by Councillor Pendlebury and

RESOLVED – the minutes of the meeting held on 26 June be confirmed as a correct record.

148. **Declarations of interest**

Councillor Pendlebury declared an Other Registrable Interest in the Homelessness Prevention Policy as director of Hinckley Homeless Group, however the interest was not pecuniary and did not prevent her from taking part in the item.

Councillor Williams stated, in relation to the Heritage Strategy, that he was heritage champion for the authority, however this did not preclude him from taking part in the debate.

149. **Question and answer session with the Leader and Deputy Leader of Council**

Councillors Bray and Bools, as Leader and Deputy Leader of Council, were in attendance to answer questions about their priorities and challenges. During the session and in response to questions, the following points were raised:

- There was no intention at this stage to reduce the number of members of Planning Committee
- Whilst officer capacity would continue to be taken up with work on local government reorganisation, delivery of successful and high quality services for the benefit of residents would be a priority for the life of the authority

- Local government reorganisation brought challenges including capacity and staff morale, although experience with reorganisation elsewhere had demonstrated that staff below senior management level were largely retained by the successor authority
- The increase in government housing targets was a key challenge as many areas, including Hinckley & Bosworth, had insufficient brownfield sites to deliver the housing numbers required
- Immigration concerns including managing community tensions and misinformation were presenting a current challenge
- Building more council houses, delivering changes to food waste collections, work around the town centre and markets and welfare/cost of living support were current priorities for the Leader and Deputy
- A decision would be made on the crematorium within the next few months.

150. **Scrutiny Commission Work Programme**

In discussing the work programme, it was suggested that some of the items scheduled for the November meeting be deferred to an additional meeting which would be scheduled for mid-December to enable a greater focus on fewer agenda items in November, including local government reorganisation. The budget strategy, the final report of the Adoption of Infrastructure review and the infrastructure funding statement would also be included on the agenda for the November meeting, with the remaining items being considered at the additional meeting. This was supported by the Scrutiny Commission.

Following discussions at previous meetings, the need to discuss bus services was raised. It was noted that in some areas residents were happy with changes to services whereas in others there had been a negative impact. Whilst Leicestershire County Council would not attend district councils' scrutiny bodies, it was suggested that direct contact be made with the bus operators.

151. **Heritage Strategy update**

Consideration was given to the Heritage Strategy 2025 to 2029. Concern was expressed about the need to protect historic buildings to prevent their importance being lost if a large unitary authority takes over the duties of districts. It was noted that neighbourhood plans could identify local heritage assets, and that the strategy created links with parish councils to ensure the local connection was retained.

A member highlighted the importance of recognising within the strategy the voice of children and young people as the future protectors of our heritage. The importance of acknowledging the borough's sporting history was also highlighted.

It was moved by Councillor Crooks, seconded by Councillor Pendlebury and

> RESOLVED – the Heritage Strategy and action plan be endorsed and recommended to the Executive.

152. **Homelessness Prevention policy**

The Scrutiny Commission received the Homelessness Prevention Policy which set out tools available to the Housing Options service to prevent homelessness and move cases on from temporary accommodation. During discussion, the following points were raised:

- The need to encourage and attract private landlords
- The national housing crisis which resulted in less accommodation being available and the homelessness situation not improving
- The difficulties for those living in temporary accommodation, particularly families, who have to adapt their way of life due to the constraints of the environment
- The need to examine planning policy due to developers being unable to find a registered provider to take on affordable housing in an increasing number of cases
- The importance of increasing council housing whilst acknowledging the lack of funds in the housing revenue account
- The increasing complexity of needs of those contacting the housing service
- The importance of appropriate support to prevent cycles of homelessness
- Financial assistance and rent in advance were supported by a homeless prevention grant from the government, but this did not cover the full cost.

It was moved by Councillor Surtees, seconded by Councillor Crooks and

RESOLVED – The Homelessness Prevention Policy be endorsed and recommended to the Executive.

153. **Council Housing Service Rent Policy**

The Council Housing Service Rent policy was presented to the Scrutiny Commission. It was noted that the policy had been informed by a workshop with tenants to ensure they were involved with shaping and influencing the policy. It was noted that the policy would be subject to wider tenant consultation before being finalised.

In response to a member’s question, it was confirmed that those in arrears were signposted to support to assist with financial management. It was noted that whilst the capacity of the team hadn’t increased, the structure of the team had changed to ensure more staff were able to support residents with rent issues which had reduced arrears over the previous year.

It was moved by Councillor Crooks, seconded by Councillor Webber-Jones and

RESOLVED –

(i) The report and policy be endorsed and recommended to the Executive;

(ii) A period of tenant consultation be endorsed;

(iii) Delegation of authority to the Interim Director of Community Services and the Executive member for Housing and Community Safety to make amendments to the policy arising from the consultation and agree an implementation date be endorsed.

154. **Forward plan of Executive and Council decisions**

The forward plan was noted.

(The Meeting closed at 7.51 pm)

CHAIR

Hinckley & Bosworth
Borough Council

Forward timetable of consultation and decision making

Scrutiny Commission	6 November 2025
Council	18 November 2025
Executive	19 November 2025
Wards affected:	All wards

Leicester, Leicestershire, and Rutland Local Government Draft Reorganisation Proposal

Report of Chief Executive

1. Purpose of report

1.1 This report outlines the work undertaken by the District and Borough Councils in Leicestershire and Rutland County Council to produce the draft final Local Government Reorganisation (LGR) proposal for Leicester, Leicestershire and Rutland (LLR). The report also details the public consultation that has been carried out and how this has informed the final submission.

1.2 A short summary document of the proposal is attached as an appendix 1 to this report, along with a link to the full draft proposal document.

2. Recommendations

2.1 Council considers and endorses the final draft Local Government Reorganisation Proposal for Leicester, Leicestershire and Rutland and RECOMMENDS it to the Executive, along with any comments they wish to make which will be considered prior to final submission to the Ministry of Housing and Local Government (MHCLG) by the 28 November 2025.

2.2 Council RECOMMENDS the Executive to delegate authority to the Chief Executive in consultation with the Leader for any final changes prior to submission.

3. Background to the report

English Devolution White Paper

3.1 On the 16 December 2024 the Government published its English Devolution White Paper. This outlined a very clear ambition for every area in England to move towards setting up a Strategic Authority, formed when two or more upper-tier authorities combine, led by an elected Mayor. The White Paper outlined the powers and funding which could be devolved to such authorities, including those relating to transport, strategic planning, skills and employment, business support, environment and energy, health and public safety.

3.2 The Government also set a clear expectation that in two-tier areas, such as Leicestershire, local government be reorganised with new Unitary Councils established to replace District, Borough and County Councils. They stated that this would lead to better outcomes for residents, save significant money and improve accountability. Based on evidence available, this is still to be widely proven.

3.3 The White Paper explained that new Unitary Councils must be the right size to achieve efficiencies, improve capacity and withstand financial shocks. It stated that for most areas this will mean creating Councils with a population of 500,000 or more but recognised that there may be exceptions to ensure that new structures make sense for an area, including for devolution, and decisions will be on a case-by-case basis. This was reaffirmed in various ministerial statements following the publication of the Devolution White Paper with references being made that population of 300,000 may be acceptable.

Government Invitation for LGR Submissions

3.4 Councils were invited to work collaboratively with other local authorities in their area to develop a proposal for LGR, a draft Plan to be submitted by 21 March 2025 and a full plan by 28 November 2025. Following the publication of the White Paper, the District and Borough Councils convened a meeting of all 10 councils in early January 2025 with a view to establishing whether a unified and collaborative approach to evaluating the options and responding to the aspirations of the White Paper was possible. Unfortunately, despite this and subsequent efforts, it was not possible to secure agreement to this approach from all 10 councils. The seven district/borough councils and Rutland County Council did commit to a single and collaborative approach to reviewing the evidence, evaluating the options and working toward a shared position, in line with the Government’s expectations.

3.5 On 28 January 2025 Council agreed to delegate to the Chief Executive in consultation with the Leader of the Council the authority to continue working with neighbouring local authorities and undertake any work required to facilitate an effective response to the White Paper.

3.6 Further guidance was provided in a letter from the Minister of State for Local Government and Devolution to all Council Leaders in Leicestershire on 15 January 2025. This outlined the criteria against which proposals will be assessed. Discussions took place with all local authorities across LLR and a joint proposal was submitted to Government on the 21 March 2025 on behalf of all of the districts and boroughs and Rutland County Council. In developing this initial proposal, the districts, boroughs and Rutland focussed on how best to unlock the benefits of Devolution for our area and deliver the right approach for LGR.

3.7 The Leaders and Chief Executives of the districts/boroughs and Rutland met regularly to progress the interim plan proposal. Regular briefings with the wider membership and staff were held throughout the process. Briefings also took place with local MPs ahead of the submission.

3.8 Work has since progressed on developing the detailed proposal with continued collaboration between Leaders and Chief Executives. Based on the government's current expectations, it is anticipated that elections for shadow Unitary Councils will be held in May 2027, with new Unitary Councils going live on 1 April 2028. Leicestershire County Council, Leicester City Council, Rutland County Council and each of the Districts and Boroughs will continue to operate until the go live date for the new Unitary authorities. (See conclusion and next steps in section 4).

3.9 **Interim proposal development**

3.9.1 Public and stakeholder engagement was carried out to inform the draft interim proposal from 26 February to 14 March 2025. Feedback from the public was obtained via an online questionnaire which received over 4,600 responses. That online survey found:

- Extensive support for the three-council proposal
- Significant opposition to a single unitary authority
- Enthusiasm to get the future boundaries with Leicester to a level that suited both the City and its wider geography
- The crucial importance of local representation and identity
- Challenges to really achieve cost savings and efficiency

3.9.2 The north/south configuration with Rutland in the north and HBBC in the south, was found to offer the best balance in terms of population sizes. It was also found to best reflect the way people live and work in the area, align better with housing and service demands, and support existing strong links between towns in the north and south, and their relationship with the wider economy. This plan is referred to as the North, City, South proposal, reflecting the areas these new unitary authorities would serve. A summary of the design principles and options considered in initial LGR proposal is attached as appendix 2.

3.9.3 Leicestershire County Council and Leicester City Council both submitted their own proposals. The County proposing a single unitary for Leicestershire, excluding Rutland with no changes to the city boundaries. The City submission proposes a significantly extended city boundary and a unitary authority that rings around the city including Rutland.

3.9.2 Feedback to the initial proposals was received by MHCLG on 3 June 2025 and since then the Leaders and the Chief Executives and other senior officers have continued to meet regularly to respond to the feedback and to support the development of detailed proposals for the creation of three unitary councils – North, City, South.

3.10 **Final proposal development**

3.11 A comprehensive public and stakeholder engagement programme was undertaken to inform the final proposal development; this commenced on 9 June and ran until 20 July 2025.

Independent engagement experts Opinion Research Services (ORS) were commissioned to engaged with a diverse range of stakeholders, from residents, businesses and partner organisations to the voluntary sector and our town and parish councils.

3.12 A dedicated website (www.northcitysouth.co.uk) was created which provides comprehensive details about the proposal and what we believe to be the best structure for local government in the area when reorganisation happens.

Over 6,400 people across Leicester, Leicestershire, and Rutland shared their views to help shape proposals for how local services could be delivered in the future. ORS reviewed and collated the feedback received from the engagement and presented this to the authorities. A summary will be is appended to the submission to MHCLG.

3.13 Key findings from public feedback included:

- Over half (56%) of individual questionnaire respondents agreed with the proposal for three unitary councils
- Around three fifths (61%) of individual questionnaire respondents agreed with the areas covered by the North, City, South proposal, it was generally considered the most logical division of Leicester, Leicestershire and Rutland.
- Considerable opposition to the city expansion - overall the strongest opposition was seen across the various deliberative activities in relation to a potential expansion of Leicester City Council’s boundaries.

3.14 The overall findings in the ORS public and stakeholder engagement report have informed the final submission document, particularly in terms of the question of boundary changes but also extensive support for the three unitary North, City, South proposal on the basis of maintaining local accountability and helping to retain local identities.

3.15 Financial modelling over the summer shows there is no strong business case, including financial rationale, for changing the city boundary. Full details of the options appraisals are set out in the proposal which includes a RAG rated table assessing the strengths of each option.

3.16 **Key Components of the Revised Proposal**

- **Devolution Readiness**: The model supports a Mayor Strategic Authority(MSA) for LLR by delineating strategic and delivery roles and creating a structure with appropriate size ratios and geographies to support the MSA. Data sources include the 2021 Census, 2028 population projections and service demand proxies (e.g., pensioner credits, children in poverty, temporary accommodation costs) together with the extensive engagement set out above and financial modelling. We propose to progress the MSA at pace in parallel with the creation of new authorities unlike the other proposals for LGR in our area which sidetrack the MSA until new local government structures are implemented.

- **Supporting Economic Growth, Housing and Infrastructure**: The North, City, South model is designed to maximise economic growth, housing delivery and infrastructure development. The North unitary will drive innovation through assets such as Charnwood Campus Life Science Park and Loughborough University, while the South will foster enterprise growth through sites such as Mira Tech Park automotive cluster for research and development and the wider M69/A5/A46 growth corridors. Independent economic analysis has been commissioned from the Economic Intelligence Unit using the Oxford Economic Forecasting Model demonstrates a growth potential realisable through this configuration of authorities of £53bn, generating £8bn to the Treasury by 2050 with over 200,000 new jobs created.

- **Prevention Focused Services to achieve high-quality, innovative and sustainable public services** : The model adopts a prevention-focused approach, which sets out a path to reducing demand through locality focused service planning, which dovetails with the emerging agenda driven by the NHS 10-year plan for the new Integrated Care Board (ICB) structures in Leicestershire and Rutland. Our approach delivers a prevention framework for understanding and measuring population health by looking at both health outcomes and health factors, such as behaviours, clinical care, social and economic conditions, and the physical environment. We have engaged with a representative group of councils delivering social care services across small geographies, building on the findings of the Peopletoo report which demonstrates that unitary authorities with a population of 350k and below, perform better in terms of key areas of expenditure across Adult Social Care and Children's Services. Our model has also been informed through the data sharing between LLR on adult and children's social care.

- **Creating financially resilient councils which are the right size to secure efficiencies:** The proposal offers the right balance between scale and physical geography to ensure sufficient financial resilience, while maintaining an ability to deliver services effectively and remain accessible to our diverse communities. Financial modelling projects annual efficiency savings of over £44 million through Workforce efficiencies, Procurement efficiencies, Income equalisation, Democratic savings and Asset rationalisation. More detail showing the financial assumptions underpinning this approach is set out in Sections 3, 5 and appendix 2 of the proposal. To validate the model, it underwent rigorous scrutiny by independent, experienced former Section 151 officers from non-Leicestershire councils as well as current Section 151 officers from existing councils.

- **Responding to diverse communities and validating local places and identities**: Through independent engagement with over 6,400 survey respondents and 71 focus group attendees, our approach has facilitated very significant resident input. Our Neighbourhood governance proposals have been shaped in the light of this feedback to address concerns about local identity and service continuity.

- **Enabling Strong Democratic Accountability and Community Engagement**: Ensuring local connection and meaningful influence and engagement, aligned to neighbourhoods, enshrined in the Council's governance processes and providing an appropriately scaled civic infrastructure linking local areas and the unitary authorities.

4. Conclusion and Next steps

4.1 The North, City, South proposal makes a compelling case as a preferred model for LGR in Leicestershire and Rutland and members are asked to support it.

4.2 Following consideration by all Leicestershire Districts and Rutland County Council, the final proposal will be submitted to government by the deadline of 28 November 2025.

4.3 The final decision regarding which, if any, of the proposals will be implemented will be made by the Secretary of State. He can choose to do this with or without modifications. Prior to making an order to implement a proposal, all local authorities affected by the proposal (except the authority(ies) which made it) will be consulted, along with other persons considered appropriate by the Secretary of State.

4.4 It is currently anticipated that this government consultation will be carried out by spring 2026 and a decision made by recess of parliament in July 2026.

4.5 Once a decision is made to implement any proposal, officials would then work with organisations across Leicestershire to move to elections to new shadow unitary council. As set out earlier in the report, it is currently anticipated that these could be held in May 2027.

4.6 A shadow authority is one that is elected to carry out the preparatory functions of a new unitary council/s until the day that it formally comes into effect. This is commonly called "vesting day." At this stage it is envisaged that vesting day would be 1 April 2028. All existing councils across Leicestershire and Rutland County Council would continue to operate and deliver services until vesting day.

5. Comments of the Scrutiny Commission

5.1 The Scrutiny Commission considered the proposal at its meeting on 6 November. Members thanked officers for the work that had gone into the proposal and acknowledged the challenges in bringing the authorities together to create such a large piece of work. They were pleased to see the Strategic Mayoral Authority referenced in the proposal.

5.2 Scrutiny Commission members asked questions about:

- The term of office of councillors appointed to the new authority
- The likelihood of the green waste charge increasing for residents
- The risk of a reduction in government funding in the event of a surplus
- The set up and transformation costs
- The retention of offices to enable public access
- The councillor to elector ratio of the proposed new authorities.

5.3 Concern was expressed with regard to the potential for loss of local officer knowledge, increases in some charges such as council tax and green waste due to harmonisation and HBBC currently having one of the lowest charges for these, and the lack of need for reorganisation.

5.4 Members were supportive of the prevention model and the proposal for neighbourhood partnerships, building on the positive work already undertaken by officers.

5.5 The Scrutiny Commission endorsed the proposal to Council and Executive.

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

6.1 Report to be taken in open session.

7. Financial implications

7.1 The submission sets out the high-level assumptions and financial modelling that has been undertaken to support the submission. The submission is the best estimates that can be made at the point of publication of the financial position of the unitary option.

7.2 Ultimately LGR and devolution will have significant financial implications for the operation of local government across Leicestershire. The full plan, includes a full business case and sets out detailed analysis of the financial and non-financial impacts of final submission, including estimated costs of implementation the new Councils.

7.3 There are costs associated with preparing a proposal for a single tier of local government. These costs will be on top of existing service pressures and do not take into account leadership time and other opportunity costs which are currently being absorbed, however the costs will increase significantly over the next 18 months as work is undertaken to establish the new Councils to begin operation from the 1 April 2028.

8. Legal implications [ST]

8.1 In preparing this report, the author has considered issues related to Human Rights, Legal Matters, Human Resources, Equalities, Public Health Inequalities and there are no areas of concern.

9. Corporate Plan implications

9.1 Contributes to all of the aims and objectives of the Corporate Plan.

10. Consultation

10.1 As set out within the report.

11. Risk implications

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

11.2 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.

11.3 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
Local Services could be impacted negatively	It is noted that during any period of change our services need to continue to be delivered in the best interests of HBBC residents, Resources will be directed as appropriate and any additional resource be sourced.	Bill Cullen

Resource implications to continue to deliver services during a period of change	The Council will ensure that resources are directed appropriately and reserves utilised to ensure that there is as little impact on service delivery as possible during a period of change.	SLT
The proposal is not chosen for implementation	The Councils are committed to continuing to share data and engaging constructively with each other, Leicester City and Leicestershire County Council to deliver whichever model is chosen	SLT

12. Knowing your community – equality and rural implications

12.1 An Equality Impact Assessment has been completed.

13. Climate implications

13.1 This proposal will not directly impact the Council's current initiative on climate change. These matters will be reviewed during the implementation stage of unitary councils.

14. Corporate implications

14.1 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:
- Devolution White Paper published December 2024
- Interim Proposal submitted 21 March 2025

Contact officer: Bill Cullen
Executive member: Cllr Stuart Bray

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SUMMARY DOCUMENT

NORTH CITY SOUTH

North, City, South: Big enough to deliver, close enough to respond

Summary of the North, City, South Proposal

North, City, South is a bold vision to reset, reimagine and reinvigorate local government in Leicester, Leicestershire and Rutland.

Developed by the Leicestershire district and borough councils and Rutland County Council, the draft plan proposes sustainable and simpler council structures designed to deliver services that local people and businesses need and deserve.

The model proposes three unitary councils

- North Leicestershire and Rutland (416k)
- South Leicestershire (403k)
- Leicester City (404k)

The proposal is in response to the Government's instruction to reduce councils in the Leicester, Leicestershire and Rutland area and create a mayoral-led strategic authority as part of its devolution agenda to give power and funding to the regions.

The eight councils submitted an interim plan to Government in March and have now published a more detailed draft.

Each district council and Rutland County Council will now consider the proposal, and further amendments will be made ahead of the Government's final proposal deadline of 28 November 2025.

This summary document aims to help residents, businesses and stakeholders understand some key elements:

Three equally sized councils
Well balanced, with similar populations

Delivering devolution at pace
Aim to create a mayoral strategic authority in 2027 to unlock investment

Accelerate economic growth
Three unitary approach has the potential to stimulate significant growth.

Prevention focused services
Neighbourhood Partnerships would bring public services closer together to tackle problems early, improve lives and reduce demand

Saves £44 million a year
Creating strong, sustainable unitary councils

Connected to communities
Councils at the right size to remain close to residents

Retain Leicester's existing boundary
Avoids complex, costly and unpopular changes to city boundary

Driving devolution and economic growth

The North, City, South plan calls for mayoral elections in May 2027 to bring powers and funding to the area as soon as possible, something local businesses have told us needs to happen.

The plan says three well-balanced unitary councils better fit the mayoral strategic authority model and would offer clear division between strategic oversight and service delivery.

Economic modelling shows the three unitary council approach would:

- have the potential to stimulate significant **growth**
- support the creation of **219,000 jobs** by 2050
- generate **£8 billion** to the public purse thanks to business growth.

Neighbourhood Partnerships and the prevention agenda

The North, City, South model outlines how core council services such as social care and housing could work more closely alongside the NHS, police and the voluntary and charity sector, as part of Neighbourhood Partnerships.

The partnerships would:

- comprise local ward members, parish councils, service teams, and partners (health, police, fire, VCS, businesses, town/parish councils) – supported by a Neighbourhood Co-ordination Team
- identify local priorities and draw up Neighbourhood and Community Plans to tackle them
- support healthier, independent lives and also reduce demand and support financially sustainable councils

The model envisages nine or 10 partnerships in the north and south with fewer in the city.

Sustainable, viable councils and services

The North, City, South model aims to make initial savings but also deliver long term financially sustainable councils.

The plan would deliver over **£44 million of savings a year** by measures including:

- a reduction in staffing costs
- procurement efficiencies
- rationalisation of some assets or properties

The plan's 10-year financial strategy aims to turn the 10 councils' £100 million collective budget gap into a budget surplus. It forecasts setting council tax increases at 5% for three years and then 3% for seven years, 2% less than the current possible maximum.

The financial modelling has been tested by eight council finance teams plus independent financial experts.

Service delivery and transformation

To reduce 10 councils to three, some services will need to be merged to cover new areas, such as north and south Leicestershire. This will allow them to share resource, reduce duplication and increase resilience. These services could include housing, waste collection, planning, and customer services

Other services which cover the county of Leicestershire, such as social care and highways, would need to be separated. Merging and separating services presents challenges but the North, City, South model offers an opportunity to transform them and bring improvements.

By working as part of Neighbourhood Partnerships, public services can be aligned and tailored to meet the needs of local communities.

The leaders of the eight councils recognise there is significant transformation ahead for staff in all councils and have outlined a commitment to:

- Avoid compulsory redundancies where possible.
- Provide support and wellbeing resources for affected staff.
- Use redeployment, trial periods, and pay protection to ease transitions.
- Follow a fair, transparent, and inclusive process for any restructuring.

Social care

Social care services provide support for both adults and children and look after some of the most vulnerable people in our communities.

These services do incredible work under huge pressure and represent one of the biggest challenges for councils that are striving to provide the best possible care in the most sustainable and cost-effective way.

The plan builds on existing delivery while focusing on early intervention in neighbourhood areas to meet local needs – providing people with the right support at the right time, before their needs escalate.

This prevention focus is not just about improving lives, but the financial case is also important as it reduces future demand.

It is well evidenced that for every £1 invested in earlier preventative support, councils can **save £3.17** in future social care costs.

Governance

Communities will continue to have a strong voice through their local unitary councillor, with the three councils being of a size to enable them to remain close to residents.

There would be 196 unitary councillors across the three councils, reduced from the current 384 across the 10 councils. They would represent communities alongside town and parish councils and new Neighbourhood Partnerships would also support local accountability and governance.

The proposed even spread of councillors is set out here:

North Leicestershire and Rutland:

72 councillors (Ratio 4,036 electors per councillor)

Leicester City

54 councillors (Ratio 4,742 electors per councillor)

South Leicestershire

70 councillors (Ratio 4,152 electors per councillor)

Strong support for North, City, South

The North, City South group held a significant engagement exercise between June and July 2025 with over 6,400 people sharing their views. The independent process ensured transparency and fairness.

It showed strong support for the three unitary model. In the open questionnaire:

- **56%** backed the idea of creating three unitary councils
- **61%** agreed with the proposed North, City, South boundaries

Opposition to expanding city boundary

The engagement exercise showed there was strong opposition to the city council's proposed boundary extension. Around 40% of open-text comments specifically expressed disagreement with any form of boundary expansion, highlighting deep concerns about the impact on local communities.

The North, City, South draft proposal concludes the city council's proposal to expand the city boundary would:

- be expensive and complex to implement
- not significantly improve the city council finances
- be hugely unpopular with communities

Appraising options

The NCS proposal examined five options for future council structures and considered a range of factors including population balanced, economic growth, financial efficiency, place identity.

It concludes North, City, South as the recommended model. It discounted creating a single unitary council for Leicestershire and Rutland as it would have a significant population imbalance, not fit as well with the mayoral strategic authority and could be slow to respond to needs of communities.

Find out more and read the full submission and our FAQs at **www.northcitysouth.co.uk**

District of Harborough Blaby District Council the heart of Leicestershire Charnwood
Melton Borough Council Hinckley & Bosworth Borough Council North West Leicestershire District Council
Oadby & Wigston Borough Council Rutland County Council
NORTH CITY SOUTH

Appendix 2

Design Principles and Options Considered in initial LGR Proposal

Alongside the Devolution focus and Government guidance the following were used as design principles. That any new unitary councils should:

- Strike the right balance between size and maintaining a strong local connection to communities
- Deliver savings and sustainable organisations
- Reflect the way people live their lives and work
- Retain local democratic accountability
- Ensure a strong focus on neighbourhoods, and community partnerships
- Preserve local heritage and civic identities.

Starting from first principles meant looking at a range of options including:

1) Two Unitaries: Single County Unitary / City
2) Three Unitaries: North / South (Rutland) / City
3) Three Unitaries: North (Rutland) / South / City
4) Three Unitaries: East(Rutland) / West / City

Maps were generated for each, and considered the following variables:

- Population,
- Workforce,
- Economic inactivity,
- Job density (ratio jobs/workforce), self-containment: commuting,
- Deprivation,
- Proxy for adult social care (pension credits),
- Proxy for children's services (children in poverty),
- Housing (temporary accommodation pressures),
- Financial balance: local authority debt and income

Summary of Government feedback to initial proposal and response

Following submission of the draft proposal to the government, feedback was received by MHCLG on 3rd June 2025.This highlighted several areas where additional information would be welcomed including the approach to debt management, the management of the risks of disaggregating services and the impact of each proposal on services such as social care, children's services, SEND, homelessness and wider public services. MHCLG also stated that they would welcome more detail on the rationale for any proposals which would result in setting up authorities serving less than 500,000 population.

Finally, government encouraged the authorities to work together to develop a robust shared evidence base to underpin final proposals which, wherever possible, should use the same data sets and be clear on assumptions. It was made clear that it would be helpful for final proposals to set out how data and evidence supports outcomes and how well they meet the assessment criteria. They suggested that those submitting proposals may wish to consider an options appraisal to demonstrate why their proposed approach best meets the assessment criteria in the letter compared to any alternatives, and a counter factual of a single unitary.

In response to MHCLG's recommendation for consistent datasets across proposals a dedicated data workstream was set up. Efforts to align data with Leicester City and Leicestershire County Council included negotiations for data-sharing agreements, which were protracted but eventually resolved, albeit we have different proposals to them. The workstream has already produced standardised datasets, such as population forecasts, to support the options appraisal and financial modelling, addressing ICC's call for transparency.

To support final proposals for reorganising local government across a Leicester, Leicestershire and Rutland geography, the District and Borough councils of Leicestershire, along with Rutland County Council, have established several workstreams to collaboratively address our approach to issues of significance for the development and implementation of Local Government Reorganisation plans, covering strategic proposal development, organisational proposal development, target models for proposed unitary authorities, and enablement of the reorganisation process.

Each of the eleven workstreams operate under a designated primary liaison officer – typically a Chief Executive, or senior officer from one of the contributing councils. Officers from authorities participating towards the North/City/South proposal contribute on areas of expertise as representatives of their authorities. Workstream meetings take place with varying frequency, holding weekly, fortnightly or monthly meetings, with key updates reported to Chief Executives and Leaders as required.

Hinckley & Bosworth
Borough Council

Forward timetable of consultation and decision making

Scrutiny Commission	6 November 2025
Council	18 November 2025
Wards affected:	All Wards

Supplementary Income Request- to meet homelessness demands and the legal requirement in respect to the provision of Temporary Accommodation

Report of Director (Community Services)

1. Purpose of report

1.1 To seek Council approval for a supplementary income request of £900,000 to meet escalating demands in relation to homelessness provision, with a particular focus on temporary accommodation.

1.2 To advise members of sustained homelessness demand and subsequent financial pressures.

2. Recommendation

2.1 It is recommended that the Council approves a supplementary income allocation of £900,000 for 2025/26.

2.3 Notes the significant pressures facing local authorities nationally and locally in relation to homelessness and temporary accommodation.

2.4 Acknowledges that without sufficient resources, the Council risks longer stays in costly and unsuitable B&B accommodation, with negative outcomes for households.

2.5 Notes the work being progressing to try and prevent reliance on costly, nightly paid accommodation such as B&B in the future.

3. Background to the report

3.1 National Context and Systemic Pressures

3.1.1 The challenges being experienced in Hinckley and Bosworth mirror the national picture. Local authorities across England are reporting record levels of demand, with 131,140 households in temporary accommodation nationally as of March 2025 (Source: MHCLG, Statutory Homelessness in England) the highest number since records began. In 2022-23, councils in England spent at least £1.74 billion supporting households in temporary accommodation. In 2024-25 that spending rose to £2.8 billion for temporary accommodation, a 25% increase on the previous year (Source: Local Government Association).

3.1.2 A combination of national pressures is driving this demand and subsequent financial pressure including:

- Private rented sector reduction: landlords exiting the market and increasing rents beyond Local Housing Allowance levels.
- Legislative change: the abolition of Section 21 “no fault” evictions has resulted in a spike in landlord possession proceedings.
- Housing register bottlenecks: lack of social housing availability means fewer move on options from temporary accommodation.
- Cost of living impacts: more households unable to sustain existing housing, particularly those facing domestic abuse, financial hardship, or family breakdown.
- Cost inflation: sharp rises in nightly paid accommodation costs, leaving many councils over budget.
- Domestic abuse cases: For Hinckley and Bosworth Borough Council this is the highest reason for approaches to our homelessness service and accounts for approximately 27% of all cases in temporary accommodation currently.
- Subsidy/reimbursement shortfall (subsidy gap): Reimbursements are tied to out-of-date Local Housing Allowance Rates and do not cover total costs. Over the last 5 years this has cost councils more than 700 million in costs they are unable to claim (Source: Local Government Association).

3.1.3 These trends have left many authorities, including Hinckley and Bosworth Borough Council, struggling to balance statutory duties with financial sustainability. There is a growing concern among some authorities about sustainability, with some fearing insolvency or needing to issue Section 114 notices as a consequence.

3.2 Hinckley and Bosworth Borough Council Budget Position

3.2.2 Hinckley and Bosworth Borough Council began the 2025/26 financial year with a temporary accommodation budget of £1,110,150. However, escalating demand, rising nightly paid accommodation costs, and increased reliance on bed and breakfast placements have created a forecast shortfall of £900,000.

3.2.3 Without urgent supplementary funding, there is a risk of:

- Breach of statutory obligations under the Homelessness Reduction Act 2017.
- Longer stays in unsuitable accommodation, particularly for families.
- Increased financial liability in the medium term.

3.2.4 Table A illustrates not just the scale of demand, but the associated financial impact of temporary accommodation. Over the last five years, the Council has consistently incurred significant additional expenditure above the starting budget in order to meet statutory duties. The Council receives some Government funding; however, this is almost entirely utilised to sustain staffing provision rather than accommodation costs. The Council currently has only 2 full time equivalent permanent Housing Officer posts, one of which is a supervisory role rather than a frontline officer post. All other posts in this team (currently7.5 in total) are reliant on short term Government funding.

3.2.5 Since 2020, staffing provision has had to increase to respond to sustained service pressures and wider customer needs. Despite this, caseloads remain high, with Housing Officers currently averaging around 60 cases each at any one time. To ease these pressures, additional temporary staff are now being recruited. It is hoped that this will provide resilience, reduce individual caseloads, and support more efficient throughput of homelessness cases, thereby reducing time spent in temporary accommodation.

Table A: Temporary Accommodation Costs

Year	HBBC budget for B&B	Actual spend B&B	Variance under/(over)spend
2019/2020	£151,780	£150,071	£1,709
2020/2021	£199,980	£361,775	(£161,795)
2021/2022	£420,000	£452,804	(£32,804)
2022/2023	£372,650	£642,556	(£269,906)
2023/2024	£464,640	£1,160,959	(£696,319)
2024/25	£1,078,580	£1,355,533.00	£276,953
Estimated Outturn:			
2025/26 forecast	£1,110,150	Predicted spend: £2,010,150,00	(900,000)

Graph B – Starting Budget vs Actual Spend over the last 5

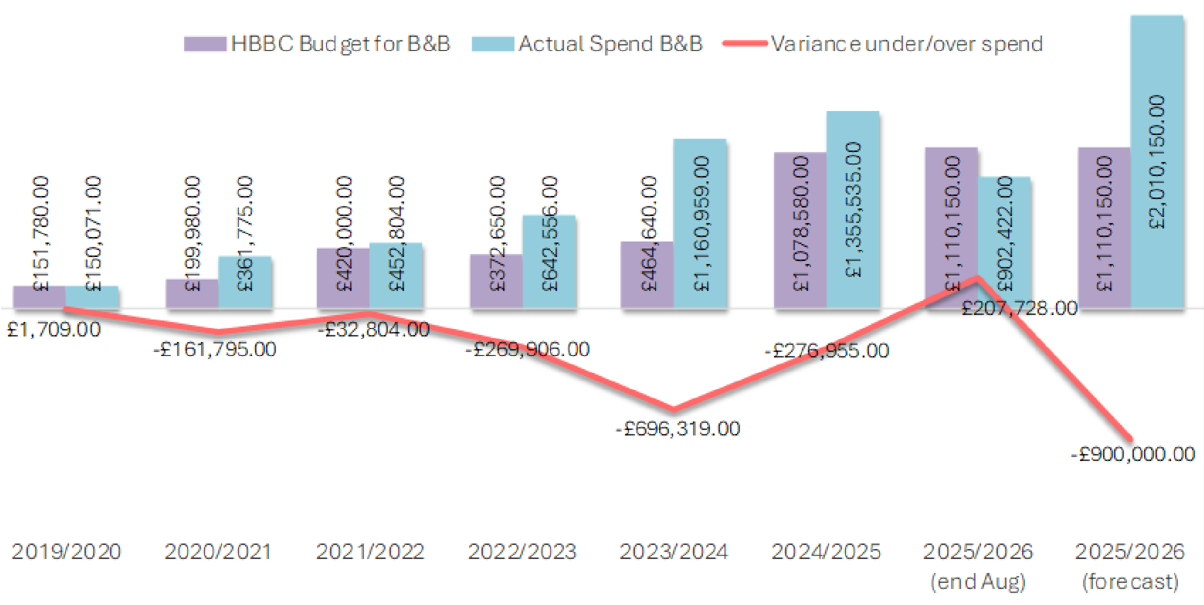

Table C Government Contributions towards Homelessness costs

Table C provides the amount of government funding received by the Council.

Year	Government funding received
2019/2020	£146,744
2020/2021	£176,674
2021/2022	£295,814
2022/2023	£267,946
2023/2024	£234,650
2024/2025	£364,164
2025/2026	£540,085

NB: 100% of the grant funding provided is used to cover staffing resources.

3.3 Current Temporary Accommodation Usage

3.3.1 **Council Owned Stock** -The Council currently uses 11 units of general needs stock for temporary accommodation. In addition the Council has 2 family hostels in use: Illiffe House and John Nichols Street Hostel. Illiffe house has 21 units. John Nichols has 9 units. Both hostels are fully utilised.

3.3.2 **Nightly Paid and Bed and Breakfast Accommodation** -The Council increasingly has a high reliance on costly nightly lets and B&Bs, with a worrying growth in the proportion of families requiring such placements. Many of the Council’s Homelessness customers have complex needs, and, therefore, self-contained accommodation is often the only appropriate temporary accommodation solution.

3.3.3 The total number of households in temporary accommodation as of 24 September 2025 was 136.

3.4. Demand Trends

3.4.1 Table C sets out the number of customers in temporary accommodation by year, by cohort and occupation.

Table C- Homelessness Approaches

Year	Families in B&B/TA	Singles in	Total in B&B	Hostel Numbers
2020/21	24 (12.1%)	174 (87.9%)	198 (Covid)	49
2021/22	26 (13.2%	171 (86.8)	197 (Covid)	64
2022/23	64 (30.8%)	144 (69.2%)	208	54
2023/24	88 (43.1%)	116 (56.9%)	204	56
2024/25	82 (33.3%)	164 (66.7%)	246	80
2025/26 (to Sept)	118 (58.4%)	84 (41.6%)	202	38

Trend: Families now make up almost 60% of B&B placements, compared to just 12% in 2020/21.

3.4.2 Strategies to Reduce Reliance on Bed & Breakfast going forward

3.4.3 Development of Council-Owned Portfolio -In July 2025 Council approved the acquisition of 10 properties (20 properties over the longer term) through the General Fund. Two bed properties are the preferred purchase option as this type of accommodation offers the most flexibility in terms of utilisation.

3.4.4 Progress to date:

- 11 properties progressing through legal stages of purchase.
- By January 2026, it is hoped that up to 11 properties are expected to be operational, if not before.
- It is hoped that this approach will provide long term savings, reduce dependence on nightly lets, and give the Council greater control over standards.

3.4.5 Partnership opportunities- In 2024, the Executive approved a partnership with Falcon Support Services to provide accommodation for single customers in priority need. Although an initial property purchase was not completed due to legal issues, a new opportunity may become available with Falcon Support Services which would ultimately have a positive financial impact for the Council.

3.4.6 Strengthened Governance -In response to escalating temporary accommodation (TA) costs and increasing demand a Temporary Accommodation Cost Reduction Strategy and Action Plan is in development. This strategy will provide a structured framework to reduce financial pressures, improve outcomes for residents, and support the Council’s statutory duties under the Homelessness Reduction Act 2017.

3.4.7 **Shared Temporary Accommodation pilot scheme-** As part of the strategy, the Council will pilot a shared living arrangement for single homeless applicants. A two-bedroom flat will be repurposed to accommodate two single individuals, offering a more cost-effective and socially supportive alternative to isolated placements. If successful this type of property utilisation will be increased, noting that it is only suitable subject to a full risk assessment. Given that many individuals that approach the council for homelessness assistance have complex needs, this option has limited scope overall.

3.4.8 **Partnership Development**- The Council has initiated discussions with a provider to explore the creation of supported living placements for individuals currently in TA. This will help reduce TA costs and provide tailored support and housing management, further creating sustainable move on pathways.

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

4.1 Open

5. Financial implications [AW]

5.1 The additional £0.9m will fall on the general and is not covered by government funding. This impact has not been included in the budget and will need a supplementary increase agreed at Council. There will be some extra housing benefit income generated, but this will be approximately £0.2m, leaving a net pressure of £0.7m.

5.2 It is highly likely the current homelessness demand will continue for more than one financial year so action is needed to address how the costs can be reduced of supply temporary accommodation as part of the next MTFS review.

6. Legal implications [ST]

6.1 None

7. Corporate Plan implications

7.1 The report aligns to the following objectives of the Corporate Plan:

People: Helping people to stay safe, healthy, active, and in employment.

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
Failure to allocate financial resource resulting in failure to meet legal requirements of Homeless Reduction Act 2017	Supplementary income approval	Director of Community Services/Head of Finance Section 151 officer
Reputational Harm- Prolonged use of unsuitable accommodation (e.g. B&Bs for families) may lead to negative media coverage, complaints, and scrutiny from regulators.	Development and Implementation of TA reduction Strategy	Director of Community Services
Inadequate TA provision may result in poor outcomes for vulnerable households, including children, survivors of domestic abuse, and those with complex needs.	Development and Implementation of TA reduction Strategy	Director of Community Services
Financial instability for the Council due to ongoing TA costs	Development and Implementation of TA reduction Strategy	Director of Community Services/Head of Finance Section 151 officer

10. Knowing your community – equality and rural implications

10.1 The objectives of this strategy will help meet the needs of homelessness households, some of the borough's most vulnerable community.

11. Climate implications

11.1 The housing service strives to deliver its services with climate change implications in mind.

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
Executive member: Cllr M Mullaney

Calendar for the 2026/27 municipal year

Date	May-26		Jun-26		Jul-26		Aug-26		Sep-26	
1	Fr		Mo		We		Sa		Tu	
2	Sa		Tu	Planning	Th	Scrutiny	Su		We	
3	Su		We	Executive	Fr		Mo		Th	
4	Mo	BH	Th		Sa		Tu	Council	Fr	
5	Tu	Planning	Fr		Su		We		Sa	
6	We		Sa		Mo	F&P	Th		Su	
7	Th	Scrutiny	Su		Tu		Fr		Mo	
8	Fr		Mo		We		Sa		Tu	EGP
9	Sa		Tu	Council	Th		Su		We	
10	Su		We		Fr		Mo		Th	
11	Mo	F&P	Th		Sa		Tu		Fr	
12	Tu	A Council	Fr		Su		We	Exec brief	Sa	
13	We		Sa		Mo		Th		Su	
14	Th		Su		Tu	EGP	Fr		Mo	
15	Fr		Mo		We		Sa		Tu	
16	Sa		Tu		Th		Su		We	Audit
17	Su		We	Exec Brief	Fr		Mo		Th	
18	Mo		Th		Sa		Tu		Fr	
19	Tu	EGP	Fr		Su		We		Sa	
20	We		Sa		Mo		Th		Su	
21	Th		Su		Tu		Fr		Mo	
22	Fr		Mo		We	Audit	Sa		Tu	Planning
23	Sa		Tu		Th		Su		We	Executive
24	Su		We		Fr		Mo	F&P	Th	
25	Mo	BH	Th		Sa		Tu	Planning	Fr	
26	Tu		Fr		Su		We		Sa	
27	We	Audit	Sa		Mo		Th	Scrutiny	Su	
28	Th		Su		Tu	Planning	Fr		Mo	
29	Fr		Mo		We	Executive	Sa		Tu	Council
30	Sa		Tu	Planning	Th		Su		We	
31	Su				Fr		Mo	BH		

Date	Oct-26		Nov-26		Dec-26		Jan-27	
1	Th		Su		Tu		Fr	BH
2	Fr		Mo		We		Sa	
3	Sa		Tu		Th		Su	
4	Su		We	EGP	Fr		Mo	
5	Mo		Th		Sa		Tu	
6	Tu		Fr		Su		We	
7	We	Exec brief	Sa		Mo	F&P	Th	
8	Th		Su		Tu	EGP	Fr	
9	Fr		Mo		We		Sa	
10	Sa		Tu		Th	Scrutiny	Su	
11	Su		We	Audit	Fr		Mo	
12	Mo		Th		Sa		Tu	Planning
13	Tu		Fr		Su		We	Executive
14	We		Sa		Mo		Th	
15	Th		Su		Tu	Planning	Fr	
16	Fr		Mo		We	Audit	Sa	
17	Sa		Tu	Planning	Th		Su	
18	Su		We	Executive	Fr		Mo	
19	Mo		Th		Sa		Tu	Council
20	Tu	Planning	Fr		Su		We	
21	We		Sa		Mo		Th	
22	Th	Scrutiny	Su		Tu		Fr	
23	Fr		Mo		We		Sa	
24	Sa		Tu	Council	Th		Su	
25	Su		We	Exec brief	Fr	BH	Mo	
26	Mo	F&P	Th		Sa		Tu	
27	Tu		Fr		Su		We	Exec brief
28	We		Sa		Mo	BH	Th	B Scrutiny
29	Th		Su		Tu		Fr	
30	Fr		Mo		We		Sa	
31	Sa				Th		Su	

Date	Feb-27		Mar-27		Apr-27		May-27	
1	Mo		Mo		Th		Sa	
2	Tu		Tu		Fr		Su	
3	We		We	Audit	Sa		Mo	BH
4	Th		Th		Su		Tu	Planning
5	Fr		Fr		Mo		We	Executive
6	Sa		Sa		Tu	Planning	Th	
7	Su		Su		We		Fr	
8	Mo		Mo		Th	Scrutiny	Sa	
9	Tu	Planning	Tu	Planning	Fr		Su	
10	We		We	Executive	Sa		Mo	
11	Th	Scrutiny	Th		Su		Tu	A Council
12	Fr		Fr		Mo	F&P	We	
13	Sa		Sa		Tu		Th	
14	Su		Su		We		Fr	
15	Mo	F&P	Mo		Th		Sa	
16	Tu		Tu	Council	Fr		Su	
17	We		We		Sa		Mo	
18	Th	B Council	Th		Su		Tu	
19	Fr		Fr		Mo		We	
20	Sa		Sa		Tu	EGP	Th	
21	Su		Su		We		Fr	
22	Mo		Mo		Th		Sa	
23	Tu	EGP	Tu		Fr		Su	
24	We		We	Exec brief	Sa		Mo	
25	Th		Th		Su		Tu	
26	Fr		Fr	BH	Mo		We	
27	Sa		Sa		Tu		Th	
28	Su		Su		We	Audit	Fr	
29			Mo	BH	Th		Sa	
30			Tu		Fr		Su	
31			We				Mo	BH

Key

A Council	Annual Council
B Council	Council budget meeting
B Scrutiny	Joint Scrutiny Commission and Finance & Performance Scrutiny budget meeting
EGP	Ethical Governance & Personnel Committee
Exec brief	Executive Briefing
F&P	Finance & Performance Scrutiny
Scrutiny	Scrutiny Commission

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