



PERFORMANCE SCRUTINY PANEL

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To: Councillors Fryer (Chair), Bebbington (Vice-Chair), Campsall, Forrest, Gerrard, Huddleston, Hunt and Paling (For attention)

All other members of the Council
(For information)

You are requested to attend the meeting of the Performance Scrutiny Panel to be held in Committee Room 2 - Council Offices on Tuesday, 9th October 2018 at 6.30 pm for the following business.

Chief Executive

Southfields
Loughborough

1st October 2018

AGENDA

1. APOLOGIES
2. MINUTES OF THE PREVIOUS MEETING 4 - 11
To confirm as a correct record the minutes of the meeting held on 21st August 2018.
3. DISCLOSURES OF PECUNIARY AND PERSONAL INTEREST
4. DECLARATIONS - THE PARTY WHIP

5. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURE 11.6
No questions submitted.
6. GENERAL FUND AND HRA REVENUE MONITORING 12 - 19
A report of the Head of Finance and Property Services regarding General Fund and HRA.
7. EMPTY HOMES STRATEGY 2017-2022 UPDATE 20 - 23
A report of the Head of Strategic and Private Sector Housing provide an update on the delivery of the Empty Homes Strategy 2017-2022 and the continued actions to deliver the priorities.
8. HOUSING STRATEGY 2015-2020 UPDATE 24 - 31
A report of the Head of Strategic and Private Sector Housing to provide an update on the delivery of the Housing Strategy 2015-2020 and the continued actions to deliver the priorities.
9. HOUSING RENT ARREARS AND UNIVERSAL CREDIT 32 - 38
A report of the Head of Landlord Services providing an update on housing rent arrears and universal credit.
10. DELIVERY OF THE CLIMATE CHANGE STRATEGY 39 - 55
A report of the Head of Planning and Regeneration providing an update on the progress in implementing the Council's Climate Change Strategy.
11. WORK PROGRAMME 56 - 69
A report of the Head of Strategic Support, enabling the Panel to consider its Work Programme, to propose to Scrutiny Management Board any additions, deletions or amendments as appropriate.

MEETING DATES

Meetings of the Panel for 2018/19 are scheduled to be held at 6.30pm on the following dates:

20th November 2018
22nd January 2019
19th February 2019

SCRUTINY QUESTIONS

What topics to choose?

- What difference will scrutiny make?
- Is this an area of concern – public/performance/risk register?
- Is this a corporate priority?
- Could scrutiny lead to improvements?
- What are the alternatives to pre-decision scrutiny?

Pre-decision scrutiny

- What is Cabinet being asked to agree?
- Why?
- How does this relate to the overall objective? Which is ...?
- What risks have been identified and how are they being addressed?
- What are the financial implications?

- What other options have been considered?
- Who has been consulted and what were the results?
- Will the decision Cabinet is being asked to take affect other policies, practices etc.?

Basic Questions

- Why are you/we doing this?
- Why are you/we doing it in this way?
- How do you/we know you are making a difference?
- How are priorities and targets set?
- How do you/we compare?
- What examples of good practice exist elsewhere?

PERFORMANCE SCRUTINY PANEL 21ST AUGUST 2018

PRESENT: The Chair (Councillor Fryer)
The Vice Chair (Councillor Bebbington)
Councillors Campsall, Forrest, Huddleston,
Paling and Snartt

Harper-Davies (Cabinet Lead Member for
Performance of Major Contracts) and Mercer
(Cabinet Lead Member for Housing)

Head of Cleansing and Open Spaces
Head of Landlord Services
Head of Strategic Support
Corporate Improvement and Policy Officer
Democratic Services Officer (NC)

APOLOGIES: Councillor Gerrard and Hunt

The Chair stated that the meeting would be recorded and the sound recording subsequently made available via the Council's website. She also advised that, under the Openness of Local Government Bodies Regulations 2014, other people may film, record, tweet or blog from this meeting, and the use of any such images or sound recordings was not under the Council's control.

10. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of the Panel held on 23rd July 2018 were confirmed as a correct record and signed.

11. DISCLOSURES OF PECUNIARY AND PERSONAL INTEREST

No disclosures of pecuniary and personal interests were made.

12. DECLARATIONS - THE PARTY WHIP

No declarations of the existence of the Party Whip were made.

13. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURE 11.6

No questions had been submitted.

14. 2018-2019 QUARTER 1 PERFORMANCE MONITORING REPORT & 2017-2018 ANNUAL REPORT

A report of the Head of Strategic Support providing performance information for the first quarter of 2018 - 2019, in respect of the Corporate Plan objectives and key performance indicators together with a copy of the Annual Report for 2017-18 was submitted (item 6 on the agenda filed with these minutes).

The Corporate Improvement and Policy Officer and Head of Strategic Support attended to assist the Panel with the consideration of the item and drew the Panel's attention to the supplementary report regarding sickness.

A typographical error was noted with respect to DES2 PROG (1) (develop a cloud based booking system) whereby the success criteria should state that 'the system would be implemented and fully operational by July 2018 with 100 transactions taking place by March 2019'.

The Chair requested that the Corporate Improvement and Policy Officer reported to the Panel the amber indicators, but noted that as Cabinet Lead Members and Officers were not usually invited to the meeting for amber indicators, none were present.

In response to issues raised by the Panel regarding amber indicators, the following comments were made:

- with respect to SLE2 PR (complete milestones in the Local Development Scheme 2018-2021) revised time scales would be reported to the Project Board in August 2018.
- with respect to ERM1 RS (1) (undertake range of actions as part of the Food Hygiene Rating scheme) it was slightly behind its predicted target due to other priorities in the Service but it was anticipated to meet its target in Quarter 2. The increase in food complaints referred to all establishments that were required to meet level 3 of the Charnwood Food Hygiene Rating system.
- with respect to ERM5 SS (undertake regular satisfaction surveys with members of the public to ensure improvement in the web service they receive) the number of customers surveyed was low in comparison to the total number of users of the Council's website. The information was not sufficiently detailed regarding the type of complaints received to determine how to increase the number of responses.
- with respect to DES2 PROG (1) (develop a cloud based booking system) the 'Go Live' date had slipped to September 2018.
- with respect to DES3 SS (1) (deliver the Digital Democracy project), it might be considered a challenging target for 52 councillors to be successfully using the system; an update would be provided at the next quarter.

It was noted if an indicator was amber for the first two quarters it would be reviewed by the relevant Head of Service whether it should convert to a red indicator. At Quarter 3 the relevant Head of Service would be requested to predict if an indicator would convert to red at the end of Quarter 4.

The Corporate Improvement and Policy Officer noted that there was an error in the report with respect to the Business Plan Indicators. There were 11 green indicators (not 12) and 10 indicators not started.

In respect of the red Key Corporate Indicator KI10 (the number of working days / shifts lost to the local authority due to sickness absence) in response to issues raised by the Panel, the Head of Strategic Support and the Corporate Improvement and Policy Officer stated that:

- the supplementary report as requested by the Cabinet Lead Member for Equalities, Member and Strategic Services had been prepared by Human Resources.
- if sickness absence data was presented by Service or Directorate, individual members of staff could become identifiable as the Council's work force was relatively small.
- it was the responsibility of the Strategic Directors, the Heads of Service and Line Managers to manage sickness absence within their own Services. It was a matter for the Panel to consider the strategic organisational-wide level of sickness absence.
- details of the reasons for sickness absence and additional information regarding the stages of attendance management cases were provided in the quarterly performance report and the supplementary report.
- some customer facing and planning related performance indicators were not included in the Performance Monitoring Report as the Council had agreed to streamline the performance management framework. These indicators were monitored at Service level in service specific Business Plans and individual Heads of Service could supply further details if requested.

Members of the Panel stated that as the target was not being met for the sickness absence indicator, it merited further investigation. It was noted that other Local Authorities such as Melton Borough Council and Rutland County Council reported smaller numbers of sickness absence and that understanding the reasons for this could be of relevance to the Panel in their strategic consideration of sickness absence.

With respect to the Annual report 2017-2018 it was noted that Key Indicator KI12 (reduction in crime) had stayed red throughout the year, whereas linked objectives reported for Quarter 1 2018-2019 were green due to progress on related projects and crime prevention campaigns.

RESOLVED

1. that the performance results, associated commentary and the explanations provided be noted;
2. that the Annual Report for 2016 – 2017 be noted;
3. that the Head of Regulatory Services provides the Panel with further clarification in relation to ERM1 RS1 (undertake actions as part of the Food Hygiene Rating) regarding the prioritisation of a significant number of Food Complaints and the kind of establishment this related to;
4. that the Head of Customer Experience submits a further report to the Panel at a future meeting in relation to ERM5 SS (undertake regular satisfaction surveys with members of the public to ensure improvement in the web service they receive), to consider the number of responses in relation to the number of hits on the website, why the number of customers surveyed was low, the kinds of complaints received and what could be done to improve the percentage of customers surveyed;

5. that the Head of Strategic Support submits a further report to the Panel at a future meeting in relation to KI10 (the number of working days / shifts lost to the local authority due to sickness absence) regarding sickness absence data reported by Directorate, and that the Chief Executive's team be merged with another directorate.

Reasons

1. To record the information contained in the 2017-18 Quarter 3 Performance Monitoring Information report.
2. Members of the Panel were satisfied with the information within the Annual Report.
3. Members of the Panel wished to further understand why this indicator had not met its success criteria / measure and whether the kinds of establishment and the number of complaints were of significant impact.
4. Members of the Panel wished to further understand how the number of satisfaction surveys completed with members of the public could be increased to drive further improvement in the web service they received.
5. Members of the Panel wished to further understand why this indicator was red and to consider more detailed information by Directorate. It was noted that the information should be provided in a manner to ensure that individual members of staff could not be identified and that the Head of Strategic Support submit the report as exempt if its considered to be necessary.

15. HOUSING REPAIRS COMPLAINTS

A report of the Head of Landlord Services providing an update on the internal processes for dealing with rent arrears, the value of arrears by ward and the pattern of arrears was submitted (item 7 on the agenda filed with these minutes).

The Cabinet Lead Member for Housing and the Head of Landlord Services attended to assist the Panel with the consideration of the item and noted that the last table on page 3 of the report also included complaints that had not been upheld in addition to the upheld or partially upheld stage 1 & 2 complaints.

In response to issues raised by the Panel, the Cabinet Lead Member for Housing and the Head of Landlord Services stated that:

- the Council could consider supporting residents with respect to fencing between properties.
- the stage 0 complaints reported for Asset Management did not exclusively relate to the previous contractor, work carried out by other contractors was also included. The new contract had started at the end of March 2018 and this report did not cover complaints received relating to the new contractor.

- the increase observed for stage 0 complaints reported for Repairs was due to service delay, service failure and disagreements with policy.

RESOLVED that the information contained in the report of the Head of Landlord Services be noted.

Reason

The Panel was satisfied with the information provided.

16. ZERO WASTE STRATEGY

A report of the Head of Cleansing and Open Services providing an update regarding the performance of the strategy approximately half way through its period was submitted (item 8 on the agenda filed with these minutes).

It was noted that this item had been included on the agenda to enable the Panel to scrutinise the Zero Waste Strategy part way through its review cycle as a test case to determine the benefits of the Panel scrutinising policies and strategies.

The Cabinet Lead Member for Performance of Major Contracts and the Head of Cleansing and Open Services attended to assist the Panel with the consideration of the item and in response to issues raised by the Panel stated that:

- when the strategy was initiated in 2012, the Council aspired to send zero waste to land fill. As Leicestershire County Council act as the Waste Disposal Authority, the amount of residual waste being sent to landfill was not within the Borough Council's direct control.
- the Government would be publishing a Resources and Waste Strategy later this year which could impact the Council's strategy; for example the implementation of a bottle deposit scheme could impact the waste recycle collection.
- although the Council were performing better than other local authorities, the targets were ambitious and it would be appropriate for the Council to review the Strategy and consider setting more realistic and obtainable targets.
- it was possible to improve the Council's performance in managing waste but it would require investment. Other local authorities performing well with respect to waste collection targets were providing free garden waste collections and food waste collection services but were reducing the frequency of the collection of other waste materials. To implement these schemes in Charnwood would require significant investment and it would be challenging for the Council to lose the £1.2million income provided by charging for collection of garden waste.
- the Council was not receiving many complaints regarding the waste collection service. Awareness campaigns were helping towards improving the achievement of the targets.
- the Council was part of a Local Government Association benchmarking group and was considered average within its audit family. The Council also monitored contamination of individual collection rounds to determine performance.
- 30-40% of residual waste collected was food waste. To collect food waste separately would require altering how residents disposed of their waste.

Members of the Panel made the following comments:

- the waste management situation had changed over the last six years and it was appropriate to review the strategy. The level of recycle collected had altered with respect to less glass being used and the reduction in popularity of newspapers.
- as achieving zero waste was no longer an attainable target of the Council it would be beneficial to change the name of the strategy from Zero Waste Strategy to Waste Management Strategy.
- the strategy had not achieved its targets over the last six years and as the report noted that the cost of providing the service was below average, the performance of the Council could be improved by the provision of additional resources. It was important to consider if additional investment would add value.
- waste prevention (not creating waste in the first place) offered the best outcome for the environment but the Borough Council was not able to influence this. It would be beneficial if the information was presented to show what the Borough Council could influence.

RESOLVED

1. that it **be recommended to the Scrutiny Management Board** that the Board consider the Panel's views regarding the Zero Waste Strategy and that it be scrutinised by an appropriate scrutiny body after the publication of the Government's Resources and Waste Strategy;
2. that the Zero Waste Strategy be added to the Panel's Work Programme for their consideration once it had been scrutinised by an appropriate scrutiny body, as determined by the Scrutiny Management Board, and after it had been revised in light of the Government's published Resources and Waste Strategy;
3. that the Strategies and Policies list as considered at a previous meeting of the Panel be included as an appendix to the Work Programme item for the consideration of the Panel at its next meeting.

Reasons

1. The Panel considered that the Strategy would benefit from the scrutiny of an appropriate scrutiny body, after the Government's publication of its Resources and Waste Strategy to determine whether the Strategy and its targets required revision.
2. The Panel wished to re-examine the Strategy once it had been revised.
3. The Panel considered that as a test case, it had been beneficial to review the Zero Waste Strategy and wished to choose a second major policy or strategy for consideration, approximately half way through the period it related to, at its next meeting.

17. WORK PROGRAMME

A report of the Head of Strategic Support was submitted to enable the Panel to consider its work programme and to propose to the Scrutiny Management Board any additions, deletions and amendments as appropriate (item 9 on the agenda filed with these minutes).

The Head of Strategic Support assisted the Panel with the consideration of this item.

RESOLVED

1. that the scrutiny of the Lightbulb Service Implementation be added to the Panel's Work Programme and scheduled to its meeting to be held on 20th November 2018;
2. that a further report in relation to KI10 (the number of working days / shifts lost to the local authority due to sickness absence) be added to the Panel's Work Programme and scheduled to its meeting to be held on 20th November 2018;
3. that a further report in relation to ERM5 SS (undertake regular satisfaction surveys with members of the public to ensure improvement in the web services they receive) be added to the Panel's Work Programme and scheduled to its meeting to be held on 20th November 2018;
4. that the Strategic Director of Neighbourhoods and Community Wellbeing be requested to provide the Panel with the likely start date for the implementation of the Charnwood Lottery;
5. that the current position with the Panel's Work Programme be noted.

Reasons

1. The Panel considered that it would be appropriate due to its workload to review the Lightbulb Service Implementation at its meeting in November 2018.
- 2 & 3. The Panel considered that it would be helpful to scrutinise these matters at its meeting in November 2018 to allow for two quarters of information to be considered.
4. The scrutiny of the Charnwood Lottery was currently scheduled for the Panel's meeting to be held on 19th February 2019 and it wished to understand whether this date was appropriate to monitor the performance of the Charnwood Lottery six clear months after commencement of the scheme.
5. To make the Panel aware of the current position with its Work Programme.

NOTES:

1. No reference may be made to these minutes at the Council meeting on 5th November 2018 unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on the fifth working day following publication of these minutes.
2. These minutes are subject to confirmation as a correct record at the next meeting of the Performance Scrutiny Panel.

Senior Management Team

12th September 2018

General Fund & HRA Revenue Monitoring Report July 2018

Report of the Head of Finance & Property Services

This report covers the General Fund and HRA to the end of July 2018 and includes comments from Service Heads in respect of variances etc.

General Fund Summary

This report shows a current underspend of £236K, 3.34% of budget at the end of July 2018, with an overspend of £37k on Employee Related Costs, £288k underspend in respect of other Controllable Costs and shortfall income of £15k. The actual figures have been adjusted for commitments and timing differences of £102K.

	Actual Amended for Commitments & Timing Differences 31st July 2018	Budget as at 31st July 2018	Variance under/ (overspend)
	£'000	£'000	£'000
Employee Costs	4,569	4,532	(37)
Controllable Costs	6,117	6,405	288
Controllable Income	(3,868)	(3,883)	(15)
Total Costs	6,818	7,054	236

General Fund Variance Report Appendix 1

The General fund variance report provides a breakdown of variances after adjusting for commitments and timing differences by service at period 4. In addition to the £236K underspend at Period 4, Revenue Reserves have been set up as follows:-

Service Pressure Reserve £316K – includes £42K NDR one off budget that is not required this year, the balance of £274k being Service Pressures that were approved as part of the 2018/19 budget process and carry forward budgets both will be released into the accounts once an order is in place for the work/goods.

Planning Reserve £133k – this is used to cover additional costs to support the Local Development Plan and is ring-fenced for this purpose.

Managed Vacancy Savings The full year 2% managed vacancy savings (MVS) budget is £257K, the profiled salary savings budget at period 4 is £84k of which £24.6k, (29%) has been identified to be transferred to MVS, this is summarised in the table below. Period 4 Salary details will be sent to the S151 Officer to approve both the salary virements and the salary savings that have been requested to be retained within the service.

Directorate	2% Target to July 2018	Salary & Agency Underspend to July 2018	Vired to Savings Budget	Salary & Agency Balance Retained	Comments
Corporate Services	35,000	65,000	17,500	47,500	Funding for External Legal Costs £21k, £5K Overtime Register of Electors, £8K IT Accreditation essential Training 17 Officers, £13.5k Agency/Staff.
Housing, Planning & Regeneration	28,000	21,000	5,400	15,900	£10K Maintaining Housing Standard Service, £5.9k balance.
Neighbourhood & Community Wellbeing	21,000	20,000	2,000	18,000	Externally Funded posts £9K not part of MVS, £4k CCTV Holiday/Sickness cover, £5k balance.
Total General Fund	84,000	106,000	24,600	81,400	

Property Related Fee Income to 31st July 2018

	Budget Shortfall/ (Surplus) to End of July 2018 £'000	Percentage of Profiled Budget Shortfall/ (Surplus) to Date
Planning Fees & Pre Application Advice	80	17.5%
Building Control Fees	29	31.5%
Land Charges Fees	9	9.09%
Total/Average Shortfall/(Surplus)	118	18.26%

Collection Fund Statistics

Cumulative Collection rates 1st April to 31st July 2018 are as follows:

Full Year Council Tax, including Loughborough Special – Collectable £7.7M

April – July 2018 38.85%

April – July 2017 38.82%

Full Year NDR – Collectable £45.6M

April – July 2018 38.88%

April – July 2017 39.65%

Appendices: Appendix 1 – General Fund Variance Report at 31st July 2018
Appendix 2 – HRA Variance Report at 31st July 2018
Appendix 3 – HRA Income and Voids Report 31st July 2018

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General Fund Variance Report

Appendix 1

Service	Amended Under/(Overspend) 2018	Comments
	Period 4	
	£'000	
Director of Housing, Planning & Regeneration	(23)	Period 4 managed vacancy saving balance outstanding
	(23)	Total Variance Under/(Overspend)
Head of Strategic & Private sector Housing	22	Housing Standards Legal Fees Empty Homes £22k underspend. Planned compulsory purchases during 2018/19 will require this budget.
	11	Housing Renewal salaries £14k of which £3k is to be transferred to MVS with the balance of £11k planned to be spent.
	54	£54K Underspend on B&B Accommodation which is planned to be spent
	87	Total Variance Under/(Overspend)
Head of Landlord Services	5	Private Sector Alarms additional Income
	5	Total Variance Under/(Overspend)
Head of Planning & Regeneration	(80)	Planning Fees - Income shortfall
	(29)	Building Control Fees - Income shortfall is expected be a shortfall of £50K at Year end.
	(109)	Total Variance Under/(Overspend)
Head of Regulatory Services	14	Additional Licensing Income this should balance out for the year against profile.
	8	Environmental Protection/Occupational Health various small underspends
	7	Food Hygiene Inspection various small underspends costs and £2k to MVS
	27	Additional Car Park Income this should balance out for the year against profile.
	56	Total Variance Under/(Overspend)
Service	Amended Under/(Overspend) 2018	Comments
	Period 4	
	£'000	
Director of Neighbourhood & Community Wellbeing	(19)	Period 4 managed vacancy savings balance outstanding
	(19)	Total Variance Under/(Overspend)
Head of Waste, Engineering & Open Spaces	(7)	One off Software Development cost for Ideverde MOS Contract to be funded from virement from Garden Waste Income
	94	Additional Garden Waste Income £102k at P4 partially offset by gate fee cost £8K; in addition one off costs for Outwoods and the Cemetery have been identified that require virements of £60k to date
	(6)	Various small overspends
	81	Total Variance Under/(Overspend)
Head of Leisure & Culture	(12)	Markets Income shortfall £12k, in addition there are outstanding trader's debts of £12k not yet reflected in the accounts.
	(14)	Architects fees overspend on Carillon Tower is expected to be £20k funded from a virement from Leisure centre contract utility rebate.
	(26)	Total Variance Under/(Overspend)
Head of Neighbourhood Services	4	CCTV Monitoring staffing savings for holiday/sickness cover
	4	Total Variance Under/(Overspend)
Director of Corporate Services	(18)	Period 4 managed vacancy saving balance outstanding
	(18)	Total Variance Under/(Overspend)
Head of Finance & Property Services	15	Additional Industrial Units Income

	15	Total Variance Under/(Overspend)
Head of Customer Experience	45	£25k Universal Credit Grant for resourcing the implementation, £20k LCC contribution for Discretionary Housing Benefit.
	150	Capita Pension one off contract costs to be invoiced.
	195	Total Variance Under/(Overspend)
Head of Strategic Support	7	HR vacant hours - £3K transferred to MVS and planned to spend balance
	(8)	Improvement & Organisational Development costs - £2K to MVS
	(12)	Insurance Excess costs
	(11)	Election costs not budgeted for
	21	Land Charges one off DCLG Grant Income for Property Searches
	(9)	Land Charges shortfall of Income
	(12)	Total Variance Under/(Overspend)
Total General Fund Underspend	236	

Housing Revenue Account - Appendices 2 and 3

There is a current underspend of £244k (5.9%) at the end of July 2018, with £98k related to Employee related Costs, £115k for Controllable Costs, non-rental income being £1k above budget and rental income being £30k above budget. This comparison includes actuals processed in the general ledger and commitments to the end of July 2018 to the net value of £395k.

	Actual and Commitments 31st July 2018	Budget 31st July 2018	Variance under/ (overspend) 31st July 2018
	£'000	£'000	£'000
Employee Costs	1,802	1,900	98
Other Controllable Costs	1,580	1,695	115
Income (Non-Rental)	(131)	(130)	1
Rent & Service Charge Income	(7,620)	(7,590)	30
Total	(4,369)	(4,125)	244

The full year 2% managed vacancy savings budget for the HRA was set at £110.6k. The progress to this target is set out in the table below:

Head of Service Area	2% Target to July 2018	Salary & Agency Underspend to July 2018	Vired to Savings Budget	Salary Agency Balance Retained July 2018	Comments
Landlord Services	32,500	96,114	32,500	63,614	Remaining savings vired to clear annual managed vacancy savings budget
Strategy & Private Sector Housing	5,400	33,707	5,400	28,307	£24k underspend in Allocations, £4k Housing Strategy £2k, Housing Management System and £4k Administration reduced by £5.4k to achieve the savings target.
Total HRA	37,900	129,821	37,900	91,921	

Rent Arrears/Court Costs have increased by £72k since July 2017; the amount of arrears written off is £11k higher in the same period. The increase in rent arrears is due to a reduction in both cash and housing benefit payments made to the Council. Both the number of tenants in receipt of universal credit and the number of tenants whose benefits have been capped has increased. The total amount of rent arrears owed by tenants affected by these changes to their welfare benefits has increased. At 31 March 2018 there was a bad debt provision of £961k, the full amount owed at that time, to mitigate the potential losses caused by rent arrears. The budget for court costs is £42.6k in 2018/19 which is £12k higher than the actual spend of £30k in 2017/18 reflecting an increased commitment to recovery. Rent Void loss from empty properties is 2.11%, 0.09% favourably less than the budget.

The HRA Service Pressure Reserve has a current balance of £20,000 being a carry forward from 2017/18 not yet committed to expenditure.

The void percentage for Garages is 25%, there is a review relating to the alternative uses for garage sites. The void percentage for Central Heating is 19.39%, Council Tax 31.76% and Communal Facilities 17.14%. There is a project team currently considering the options for Sheltered Units which, when complete will assist in making the sheltered units more lettable.

HRA Variance Report

Service	Amended Under/ (Overspend) to July 2018	Comments
	Period 4	
Head of Landlord Services	£'000	
	142	Planned Maintenance - Mobilisation of decent homes contractor slower than expected. (83.3%)
	64	Salary savings - (4.0%) Vired In August 2018 to annual vacancy saving budget
	(15)	Other small variances
	191	Total Variance Under/(Overspend)
Head of Strategic & Private Sector Housing		
	28	Salary savings - vacancies (9.5%)
	(3)	Other small variances
	25	Total Variance Under/(Overspend)
Head of Finance & Property Services		
	34	Dwelling rents - includes £7k favourable variance on voids and £28k on the timing of right to buy sales along with additional properties purchased. (0.5%)
	(6)	Other small variances
	28	Total Variance Under/(Overspend)
Total HRA Underspend	244	

Housing Revenue Account - Income from Rents and Service Charges**July 2018****Table A - Dwelling Rents and Void Losses**

	Actual Income Due (Gross)	Actual Void Loss	Void Loss as a % of Income Due	Original Budget Void Loss % Assumption
	£	£	%	%
Dwelling Rents	7,510,674	158,333	2.11%	2.20%
Non-Dwelling Rent				
Land	6,012	0	0.00%	
Garages	116,870	33,265	28.46%	25.18%
Shops	45,929	4,863	10.59%	6.25%
Service Charges				
Landlord Warden Charge	22,200	2,486	11.20%	10.38%
Central Heating	32,244	6,968	21.61%	19.39%
Communal Facilities	96,987	18,464	19.04%	17.14%
Hostel	10,357	1,767	17.06%	10.37%
Council Tax	5,619	1,785	31.76%	32.70%
	7,846,892	227,931	2.90%	

(Gross means Gross of Void Loss)

Table B

Rent and Service Charge Arrears As at Period July 2018	2017/18 £000	2018/19 £000
Arrears at the beginning of the year	819	866
Court Costs at the beginning of the year	78	95
	897	961
Arrears at the end of the July	925	971
Court Costs at the end of the July	79	105
	1,004	1,076
Amount written off in the year to date	26	37

Table C - Current Tenant Arrears - Dwellings only

Position on	Number	£000
Less than £150	436	28
£150 - £300	276	61
£300 - 450	140	52
£450 - £600	94	49
£600 - 750	64	43
£750 - 900	47	38
£900 - £1,200	67	69
£1,200 - £2,000	68	100
£2,000 +	23	59
Total	1,215	499

Table D - Former Tenant Arrears - Dwellings only

Position on	Number	£000
Less than £150	120	8
£150 - £300	81	18
£300 - £450	40	15
£450 - £600	33	17
£600 - £750	26	18
£750 - £900	22	18
£900 - £1,200	35	37
£1,200 - £2,000	63	100
£2,000 +	84	240
Total	504	471

PERFORMANCE SCRUTINY PANEL – 9TH OCTOBER 2018

Report of the Head of Strategic and Private Sector Housing Lead Member: Councillor Mercer

ITEM 7 EMPTY HOMES STRATEGY 2017- 2022 UPDATE

1. Purpose of Report

The purpose of the report is to provide an update on the delivery of the Empty Homes Strategy 2017-2022 and the continued actions to deliver the priorities.

2. Recommendation

To note the update of the Empty Homes Strategy 2017-2022 and comment on the future actions to deliver the priorities.

3. Reason

To ensure that the Empty Homes Strategy 2017-2022, which provides a clear framework to deliver the Council's value of 'Creating a Strong and Lasting Community', meets its obligations in respect of the strategic housing needs of the Borough.

4. Policy Context and Justification

The Empty Homes Strategy 2017-2022 is designed to help deliver the Council's priorities identified in the Corporate Plan.

5. Background

5.1 The Empty Homes Strategy 2017-2022 concentrates on the delivery of four key objectives:

1. Encourage empty home owners to bring empty homes back into use.
2. Bring problematic empty homes back into use through enforcement action.
3. Devise and explore new and innovative solutions to reduce the impact of empty homes on local communities and bring them back into use.
4. Develop a co-ordinated approach to help identify and tackle empty homes.

5.2 The current Empty Homes Strategy for Charnwood was adopted in July 2017. The Empty Homes Strategy report (see Appendix 1) provides an overview of our current priorities, our achievements including setting out our actions planned up unto April 2022.

Appendix 1: Empty Homes Strategy progress report 2017-2018

Background Papers: Cabinet, Report – 6th July 2017
Policy Scrutiny Group, 25th April 2017
Cabinet, 7th July 2016 – Item 6 and Minute 19.
Scrutiny Management Board, 15th June 2016 - Item 7 and Minute 6.
Empty Homes Scrutiny Panel agendas and notes of meetings held on:

Meeting 1 – 30th September 2015
Meeting 2 – 5th November 2015
Meeting 3 – 3rd December 2015
Meeting 4 – 13th January 2016
Meeting 5 – 2nd March 2016
Meeting 6 – 7th April 2016
Meeting 7 – 11th May 2016

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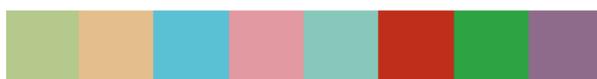
empty homes strategy progress report 2017-2018

	ACTION	PROGRESS UPDATE AND OUTCOMES	COMPLETED
1.	Review advice and assistance available to empty home owners including Partnership Grants and the Tenant Finder Scheme	The Council have been offering home owners a free valuation service and getting properties sold at Auction to avoid enforcement action in addition to offering Partnership Grants and the Tenant Finder Scheme. To date 5 owners have been supported to sell their properties at Auction.	Continuous
2.	Explore opportunities for Empty Homes Leasing and Social Lettings	Appointed a Social Lettings Coordinator who will work with the Private Rented Sector to improve access to the Sector. The new Social Lettings Coordinator has carried out research and reviewed the existing Tenant Finder Scheme. 3 potential service options are under consideration. Consultation with Private Sector Landlords will take place later in the year.	Continuous
3.	Arrange and host advisory events for empty home owners with relevant guest speakers	Empty Homes Event to be hosted for the Empty Homes week in October 2018.	Date of event to be confirmed
4.	Review current publicity arrangements and consider the production of a newsletter for stakeholders	Posters have been put up at Community Centres, Libraries and Supermarkets. The Empty Homes Service has been promoted through the Hospital Newsletter.	Continuous
5.	Develop an Enforcement Policy for dealing with problematic empty homes	The Private Sector Housing Enforcement Policy was approved on the 19 th May 2018 and this incorporates the enforcement action the Council can take to bring Empty Homes back into use.	Completed
6.	Consider the establishment of an affordable loan scheme for those renovating empty properties for their own eventual occupation	The Empty Homes Officer has completed research but to date this has been unsuccessful as the organisations that would administer the loans are reluctant to take this forward because of the level of risk to their organisation.	Completed



7.	Explore the establishment of a Council Owned Development Company	Partnership working is being considered across the County to develop a Housing Company.	Completed
8.	Develop improved communication channels	<p>Work continues with Planning Enforcement, Council Tax and Environmental Services in tackling problematic empty homes.</p> <p>A partnership approach has been developed with local Auctioneers to visit owners of Empty Homes to provide a free no obligation property survey.</p>	Continuous
9.	Publicise incoming minimum energy efficiency standards for rented accommodation and assistance available for landlords to comply to minimise potential for increase in number of empty homes	<p>The regulations will come into force on the 1st April 2018 that it is unlawful to rent a property which breaches the requirement for a minimum E rating, unless there is an applicable exemption. This will be expanded to cover all existing tenancies on the 1st April 2020</p> <p>A Civil Penalty of up to £4,000 will be imposed for on Landlords who breach this requirement.</p> <p>Private Sector Housing Standards Officers are creating a list of rented properties across the Borough to ensure that these regulations are being adhered to.</p>	Continuous

Issue date: September 2018



PERFORMANCE SCRUTINY PANEL – 9TH OCTOBER 2018

Report of the Head of Strategic and Private Sector Housing Lead Member: Councillor Mercer

ITEM 8 HOUSING STRATEGY 2015-2020 UPDATE

1. Purpose of Report

The purpose of the report is to provide an update on the delivery of the Housing Strategy 2015-2020 and the continued actions to deliver the priorities.

2. Recommendation

To note the update of the Housing Strategy 2015-2020 and comment on the future actions to deliver the priorities.

3. Reason

To ensure that the Housing Strategy 2015-2020, which provides a clear framework to deliver the Council's value of 'Creating a Strong and Lasting Community', meets its obligations in respect of the strategic housing needs of the Borough.

4. Policy Context and Justification

The Housing Strategy 2015-2020 is designed to help deliver the Council's priorities identified in the Corporate Plan.

5. Background

5.1 The Housing Strategy 2015-2020 sets out how housing will contribute towards achieving the Council's strategic goals. The Strategy concentrates on three priorities:

Priority 1: Increasing the Supply of Suitable Housing

Priority 2: Reducing the Barriers to Housing

Priority 3: Prioritising Services to Enable People to Stay in their Own Homes

5.2 The current Housing Strategy for Charnwood was adopted in April 2015. Since then, we have seen some significant changes to the housing landscape; in particular, the introduction of the Housing and Planning Act 2016, the Homelessness Reduction Act 2017, and more recently, the publication of the Housing White Paper, 'Fixing our broken housing market'.

5.3 The Housing Strategy progress report (see Appendix 1) provides an overview of our current priorities and our achievements including setting out our actions planned up unto April 2020.

Appendix 1: Housing Strategy Progress report 2017-2018

Background Papers: Cabinet, Report – 9th April 2015
Policy Scrutiny, Minutes – 10th March 2015
Policy Scrutiny, Minutes – 18th November 2014
Policy Scrutiny, Minutes – 26th September 2017

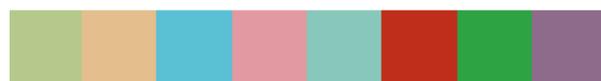
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housing strategy progress report 2017-2018

	ACTION	PROGRESS UPDATE AND OUTCOMES	COMPLETED
1.	Explore the alternative delivery models to increase the numbers of affordable homes other than through planning gain	<p>An Affordable Housing Delivery Paper prepared setting out the current approach and future options.</p> <p>Paper to be presented to Members, date to be confirmed.</p>	Continuous
2.	To adopt a flexible approach to securing affordable housing which meets the housing needs for our residents and promotes new housing sites across the Borough to support housing growth	<p>Sites are considered on an individual basis to secure the appropriate affordable housing to meet housing need.</p> <p>During 2017-2018 this resulted in:</p> <ul style="list-style-type: none"> • 44 new planning applications reviewed the securing the future building of 186 new affordable dwellings • Securing of £137,500 commuted sum to support the delivery of affordable housing across the Borough • 27 new homes secured for social rent to be gifted to the Council in 2018-2019 • 15 completed discounted homes for sale to those households not able to afford to buy at full market price • 175 completed homes available for social and or affordable rent • 41 completed homes available for part buy and rent (shared ownership) <p>During 2018-2019 Quarter 1</p> <ul style="list-style-type: none"> • 6 new pre-planning applications have been reviewed and affordable housing advice provided • 9 new planning applications have been reviewed and affordable housing commentary provided to assist with maximising the securing of affordable housing through planning gain to meet housing needs • A Section 106 template for affordable housing clauses has been prepared with the aim of reducing the drafting time and costs • A meeting held with the Registered 	Continuous



		<p>Providers and the North East Leicester Sustainable Urban Extension Team to consider the delivery of the affordable housing across the scheme</p> <ul style="list-style-type: none"> • A meeting held with Officers and the North of Birstall Sustainable Urban Extension Team to consider the housing needs for an ageing population • The Council has entered into a new 12 month Partnership Agreement with Midlands Rural Housing to consider housing need in the Rural Parishes in the Borough 	
3.	<p>Develop and publish a Housing Acquisition Policy to secure affordable housing on Section 106 sites where there is no Registered Provider interest and acquire existing properties including ex-council properties sold through Right-to-Buy to meet housing need, as well as preventing homelessness to vulnerable households in mortgage arrears</p>	<p>During 2017-2018, the process for acquiring properties for sale on the open market was piloted.</p> <p>This resulted in the Council acquiring 2 properties and the development of a Housing Acquisition Policy, approved by Cabinet in May 2018.</p> <p>In February 2018, Members approved a budget of £1,953,000 for 2018-2019 and £1,856,000 for 2019-2020 to acquire properties.</p> <p>To date Officers have made offers to acquire 14 properties for sale on the open market of which 7 have been accepted.</p>	Continuous
4.	<p>Improve access to the Private Rented Sector</p>	<p>Appointed a Social Lettings Coordinator who will work with the Private Rented Sector to improve access to the Sector.</p>	Continuous
5.	<p>Promote Mutual Exchange to make the best use of existing stock</p>	<p>Mutual Exchanges are discussed with tenants who apply to transfer or who are under occupying properties impacted by the under occupation charge.</p> <p>During 2017-2018, 74 Mutual Exchange applications were received, of which 38 resulted in a successful move.</p> <p>The scheme is promoted through the Council's website and an article was included in the Spring 2018 our Homes Matter Newsletter.</p>	Continuous
6.	<p>Deliver the Rough Sleeper Project to provide support and improve access to accommodation for this</p>	<p>The Council works with The Bridge to deliver the Rough Sleeper Project across Leicester, Leicestershire and Rutland.</p>	Continuous



	group	<p>During 2017-2018 the Rough Sleeper Project has provided the following outcomes for Charnwood residents:</p> <ul style="list-style-type: none"> • 38 individuals at imminent risk of sleeping rough worked with, of which 13 prevented from sleeping rough • 26 rough sleepers worked with, of which 17 accommodated • 42 individuals provided with emergency accommodation under the No Second Night Out scheme, for a combined of total 381 nights 	
7.	Review housing need at a Parish level in rural areas to support the delivery of homes for local residents	<p>During 2017-2018, 3 Rural Housing Need Surveys were completed and published for Rearsby, Newton Linford and Seagrave.</p> <p>During 2018-2019, the Council will be working with Midland Rural Housing to increase awareness of the need for affordable housing and the impact of a lack of local affordable homes may have on the sustainability of local communities.</p> <p>The local Housing Needs Surveys for Woodhouse Eaves and the Wolds parishes are to be refreshed during 2018-2019.</p>	Continuous
8.	Review services to meet the requirement of the Homelessness Reduction Act 2017	<p>The Housing Options Service has been reviewed and changes made to ensure that the Council is able to fulfil the new duties under the Homelessness Reduction Act 2017 implemented from the 3rd April 2018, including:</p> <ul style="list-style-type: none"> • Multiple training courses relating to the Act arranged for the Housing Options Team • Working Group including Housing Options Officers reviewed relevant aspects of service • Change to roles within the Housing Options Team, to increase focus on prevention and relief activities • Review of partnership working arrangements with key partners The Bridge, Citizens Advice Bureau and other Homelessness Strategy Steering Group members • Development of procedure flowcharts, Personalised Housing 	Continuous



		<p>Plan and letter templates for the Service</p> <ul style="list-style-type: none"> • Provision of a Social Lettings Service, in order to increase ability to prevent or relieve homelessness through Private Rented Sector offers • The Homelessness Strategy reviewed to take into account new duties under the Homelessness Reduction Act 2017. Following consultation with Partners and Policy Scrutiny Group a new Homelessness Strategy was approved by Cabinet in March 2018 • Joint working opportunities explored through the County and City Homeless Delivery Group 	
9.	Work in partnership with the Leicestershire Councils to implement the Lightbulb Service Model across the Borough to deliver an integrated model for housing support	<p>Cabinet approved the Council's participation in the Lightbulb Project in May 2017.</p> <p>The Project went live across the County in October 2017. There was a delay in the Council signing the Agreement, as Charnwood are the only Council providing a Locality based team.</p> <p>Charnwood went live in January 2018 with a backlog of 172 cases awaiting a Housing Support Coordinator assessment. On 21st May 2018, a waiting list snapshot identified 121 referrals awaiting assessment, a reduction of 43% in a month.</p> <p>The waiting list is not static with an average of 15 new referrals a week coming into Charnwood from the Customer Contact Centre at Leicestershire County Council.</p> <p>During April to June 2018, 146 visits were undertaken 7 cases referred to the Occupational Therapists and 139 cases successfully resolved.</p>	Continuous
10.	Continue to work with The Bridge to provide services to households at risk of losing their home	<p>Charnwood Borough Council continues to work closely with The Bridge to provide services for households who are at risk of homelessness.</p> <p>In 2017-2018 Charnwood Borough Council provided funding to The Bridge</p>	Continuous



		<p>for the following services:</p> <ul style="list-style-type: none"> • Independent Housing Advice • Tenancy Support • Mediation • Tenancy Relations • Single Access Point for 16 to 17 year olds 	
11.	Convene a working group to explore improving housing options for those with mental health issues	<p>The Homelessness Strategy Steering Group agreed to discuss the possibility of developing a Mental Health Service across Charnwood with a local GP practice in Loughborough</p> <p>A meeting was held in August to develop the Homelessness Advice and Prevention pathway for people with Mental Health problems and the possibility of a Homeless Mental Health Service across Charnwood was discussed.</p>	Continuous
12.	Review the current Tenant Finder scheme	The new Social Lettings Coordinator has carried out research and reviewed the existing Tenant Finder Scheme. 3 potential service options are under consideration. Consultation with Private Sector Landlords will take place later in the year.	Continuous
13.	Strengthen the Offender Pathway through ensuring involvement of prison staff	<p>A Prison Release Protocol was prepared, agreed, signed off and piloted across Charnwood and is now under review following the implementation of the new Act.</p> <p>A meeting was held in August to develop the Homelessness Advice and Prevention pathway for offenders and prison releases.</p>	Continuous
14.	Identify opportunities to promote grant funded assistive technology	<p>There has been a review of the grants process, which has led to a change in criteria and eligibility to award grants for assistive technology.</p> <p>The Lifeline Officer promotes the grant. In the year 2017-2018, 6 Lifeline customers applied for and received the grant. The Lifeline Service is regularly promoted in the Charnwood Newsletter, the Housing Newsletter and social media.</p>	Continuous
15.	Deliver a Financial Inclusion Programme	The Council employs 2 full time Financial Inclusion Officers to support Council tenants.	Continuous



		<p>During 2017-2018, the Financial Inclusion Team dealt with 480 referrals and generated nearly £96,000 of rental income.</p> <p>The Council works in partnership with Charnwood Citizens Advice Bureau to support homeowners and Private Sector tenants with debt and money advice.</p>	
16.	Work with Leicestershire County Council to identify the necessary pipeline of housing for people with learning disabilities	<p>Leicestershire County Council published a new Accommodation Strategy for Working Age Adults 2017-2022, which considers people with learning disabilities and autism.</p> <p>The County have recently employed an Officer to identify the housing need at a local level for this group. Officers are liaising with the County to understand the housing need for this Group across the Borough to assess whether there is a need for additional accommodation.</p>	Continuous
17.	Improve take up of credit union facilities	<p>There are now over 60 tenants who have an active Clockwise Rent Account.</p> <p>The Account provides the Council with reassurance of that the rent will be paid and assists Tenants in money management and tenancy sustainment in preventing homelessness and securing income for the Council.</p>	Continuous
18.	Review Empty Homes Enforcement Protocol	A new Private Sector Housing Enforcement Policy was approved by Cabinet in May 2018 incorporating Empty Homes enforcement options.	Complete

Issue date: September 2018



PERFORMANCE SCRUTINY PANEL – 9TH OCTOBER 2018
Report of the Head of Landlord Services
Lead Member: Councillor Mercer

ITEM 9 HOUSING RENT ARREARS AND UNIVERSAL CREDIT

Purpose of report

To provide an update on current rent arrears and the implementation of Universal Credit (UC).

Background

At its meeting on the 16th April 2018, the Panel asked for a further update regarding housing rent arrears, including detailed information regarding UC.

Current rent arrears

Table 1 (below) shows a snapshot of current tenant rent arrears and performance at the end of August 2018.

Value / Indicator	End Week 23 (August)	End of Year Target 2018/19
Current Tenant Cash Arrears	£525,357	£874,000 ¹
No. of Current Arrears Cases	1,366	-
Current Arrears as a Percentage of the annual rent debit	2.46%	4.08%
In Year Rent collection rate (team target)	98.52%	99.5%
Rent Collection (Including arrears brought forward from the previous year) (corporate indicator)	94.32%	95.31%

Table 1 (above) - snapshot of current tenant rent arrears and performance at the end of August 2018

The chart at Appendix 1 shows the current tenant rent arrears as a percentage of the annual debit for the last three years. Whilst at this time of year a general increase in arrears would be expected, the increase in 2018/19 is higher than that at the last two years. The cash value of the increase compared to the previous year is £23,711.

¹ Estimated due to changes in rent roll over the course of the year

Factors driving the increase in rent arrears include delays in housing benefit processing and changes to tenants' benefits as they move on to UC.

Capita, who are contracted to process housing benefit claims for the Council, have brought in additional resources and are reviewing processes to speed up the processing of claims.

An increase in arrears due to UC is likely and arrears targets have been set accordingly for 2018/19 to reflect this.

Universal Credit

UC was introduced as part of a range of changes to welfare benefits through the Welfare Reform Act 2012. It brings together a number of working-age benefits (including housing benefit) into a single payment. UC is a significant change to the way that the benefits system for working age people operates.

Some of the main differences between UC and the old welfare system (which includes housing benefit) relate to the way in which benefits are claimed and paid. These include:

Old welfare system	Universal Credit
<p>For Council tenants, housing benefit is a distinct benefit, paid weekly, directly to the Council to cover all or part of the rent for a Council home, without it ever touching the tenant /claimant.</p> <p>Council tax support is paid directly to the Council.</p> <p>Other benefits are paid to the claimant separately.</p>	<p>Claimants will receive just 1 monthly UC payment (combining a number of benefits, including those relating to housing costs) in arrears, paid into a bank account in the same way as a monthly salary.</p> <p>Support with housing costs will go direct to the claimant as part of their monthly payment. The tenant will then have to pay rent to the Council.</p> <p>Council tax support will need to be claimed separately, and will still be paid directly to the Council.</p>
<p>Many applications for housing benefit are made using paper-based application forms.</p>	<p>Most people apply online and manage their claim through an online account.</p> <p>There are extremely limited circumstances in which claims can be made via paper forms or on the telephone.</p>

Table 2 (above) - Summary of differences between old welfare system and UC.

UC claimants and rent arrears

Tenants claiming UC are individually flagged on the Council's housing management system to support case management and monitoring.

Detailed management information around UC is produced on a weekly basis. Table 3 (below) shows the position at the end of August 2018.

At the end of August 2018 the average debt of UC claimants in arrears was £551.35 compared to an average debt of £384.59 at all tenants (including UC cases) in arrears.

UC claimants	August 16/17	August 17/18	August 18/19
Total number of UC claimants 16-17	54	82	202
Balance of all UC claimants 16/17	£19,837	£36,357	£76,858
Average Debt of all UC claimants 16/17	£367.35	£443.38	£380.48
Total number of UC claimants in arrears 16/17	40	65	154
Total debt of UC claimants in arrears 16/17	£21,526	£43,371	£84,908
Average debt of UC claimants in arrears 16/17	£538.15	£667.24	£551.35

Table 3 (above) UC Claimants and Arrears August 16/17 - August 18/19

Individual case risk assessment

The number of UC claimants is increasing (and will continue to do so). To support effective case management based on risk, each tenant on UC is given a traffic light rating (Red Amber Green - RAG) on the Council's housing management system. Red cases carry the greatest degree of risk as the tenant is solely responsible for paying the rent to the Council. Green cases carry the least degree of risk as payment of the housing element of UC is paid directly to the Council.

This mechanism enables support and resources to be targeted at cases that present the greatest degree of financial risk.

Table 4 (below) table shows the position at 21st September 2018.

RAG description and total claimants in category	Sub category	Number of UC claimants in sub category
Red - Not managed payments i.e. tenant pays housing element to the Council 172 claimants	UC tenant-paid (full costs)	45
	UC tenant-paid (partial costs)	68
	Unknown	59
Amber - Managed payments (direct to the Council) but short of full housing costs 18 claimants	UC direct (partial housing costs)	10
	UC direct (partial housing costs plus third-party deductions for arrears)	8
Green - payments (direct to the Council) of the full housing costs 50 claimants	UC direct (full housing costs)	28
	UC direct (full housing costs plus third-party deductions for arrears)	22

Table 4 (above) Number of UC claimants by payment method and risk rating

Landlord Services case management resources

Staffing resources have been increased to prepare the Council and its tenants for changes to welfare benefits. The following resources are in place:

- 5 x Income Officer
- 2 x Financial Inclusion Officer
- 4 x Tenancy Support Officer (including a Team Leader that undertakes case work)

Assisting a tenant to make a claim for UC can take around two hours, and may include helping a tenant to set up an email account; a necessary step in the fully digital claim process. Caseloads for the Income Management, Financial Inclusion and Tenancy Support teams have increased.

An additional fixed term 12 month *UC Officer* post is currently being recruited to. This post will support transitional arrangements.

The level of resources will be kept under close review as more tenants move on to UC.

Actions undertaken to prepare the Council and its tenants for UC

The Council has completed a range of actions to prepare tenants and the Council for UC. These include:

- Achieving trusted partner status with the Department for Work and Pensions to obtain access to the Landlord Portal. This enables the Council to:
 - verify tenancy and rent information for claimants
 - request managed payments and third party deductions for rent arrears where the DWP criteria is met (i.e. a tenant is in rent arrears of 8 weeks or more or they meet the definition of vulnerability).
- Attending sign-ups of new tenants to reinforce the need to treat rent as a priority expense, to identify those who need to claim UC, and to encourage the tenant to enter into easy rent payment methods from the start such as Clockwise accounts or direct debits.
- Articles in the tenants' newsletter *Your Home Matters* providing advice and information on UC.
- Establishing a service level agreement with Clockwise Credit Union to enable tenants to sign up for credit union rent payment accounts. The Council is the most successful housing provider in the credit union's area of operations as far as take-up of accounts is concerned.
- Monthly liaison meetings with the now co-located Department of Work and Pensions Team, and fortnightly operational/case management meetings.
- Providing tenants with externally-produced information and advice on UC in the form of leaflets and magazines produced by, for example, *Housing Matters* and *Quids In*.
- Engaging with other organisations that have been through the change to UC full service and learning from their experiences.
- Greater use of different communication methods such as text messaging and social media.
- Staff training.
- Providing internet-enabled mobile working devices for the Income Management, Financial Inclusion and Tenancy Support Teams to enable them to assist tenants in making claims for UC while away from their desks.
- Provision has been made within the Housing Revenue Account Business Plan to accommodate financial implications.
- The location of IT equipment in the co-located Job Centre Plus at the Council offices to enable claimants to make applications online.

- Implemented a UC Communications Plan including an all member briefing note.
- Used incentives to encourage take up of direct debits.

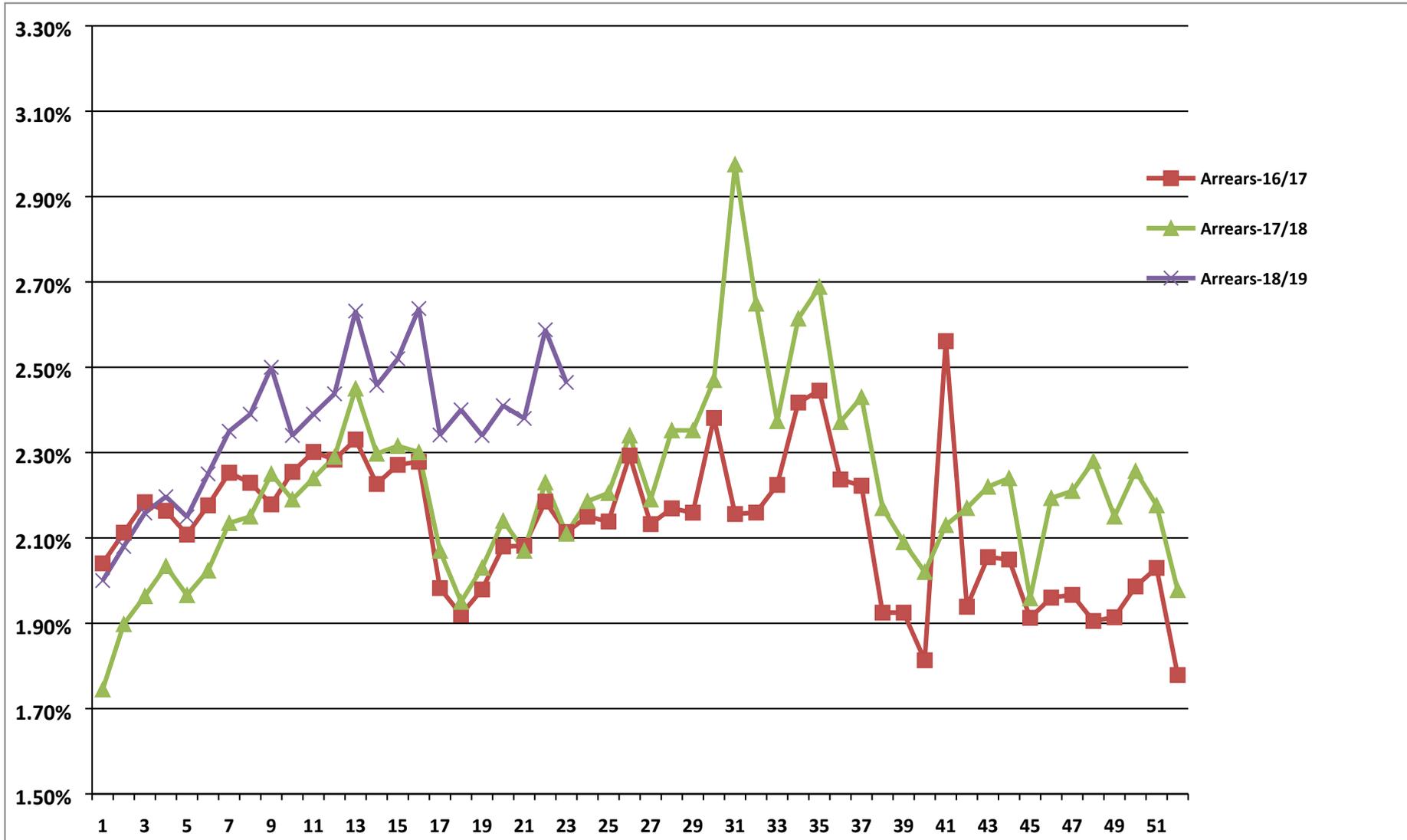
Background papers: none

Appendices: Appendix 1 - Arrears as a percentage of annual rent debit
2016/17 - 2018/19

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Appendix 1 - Arrears as a percentage of annual rent debit 2016/17 - 2018/19



PERFORMANCE SCRUTINY PANEL - 9TH OCTOBER 2018

Report of the Head of Planning and Regeneration Lead Member: Councillor Vardy

ITEM 10 DELIVERY OF THE CLIMATE CHANGE STRATEGY

Purpose of Report

To provide members with an update on the progress in implementing the Council's Climate Change Strategy.

Action Requested

The Committee is asked to consider the content of the report.

Reason

To ensure that progress on the Action Plan is monitored, in accordance with the Panel's work programme.

Policy Context

The Climate Change Strategy was approved by the Cabinet at its meeting in May 2018 (minute 113 17/18 refers). The Strategy sets out the Council's activities in response to the challenges of climate change and how it will encourage others in the Borough to take similar steps. The Climate Change Action Plan sets local targets and actions and the context for reporting regularly on progress.

The Climate Change Strategy contributes to the Council's 2016-2020 Corporate Plan aim to 'take action to protect the environment for future generations'.

Report Implications

The following implications have been identified for this report.

Financial Implications

The strategy and action plan has been delivered within existing resources and through the pursuit and capture of external funding where appropriate.

Risk Management

The risks associated with the delivery of the Action Plan and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Risk Management Actions Planned
Council Service areas and operational	Moderate	Moderate	Ensure there is corporate ownership and engagement

Risk Identified	Likelihood	Impact	Risk Management Actions Planned
managers not sufficiently engaged to deliver the climate change agenda, resulting in failure to achieve performance targets and objectives.			with key stakeholders is coordinated across the Council. Report progress on the Climate Change Action Plan to the Performance Scrutiny Panel.
Changes in government policy or funding affect the ability to deliver the action plan in its current form.	Moderate	Moderate	Monitor for anticipated changes in the policy or funding landscape and adapt the action plan through regular reviews.

Sustainability

The Climate Change Strategy is a central pillar to the Council’s progress on Sustainability.

Background Papers: Climate Change Strategy

[Climate Change Strategy Action Plan](#)

Appendices: Appendix A: Climate Change Strategy Action Plan

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Part B

Background

The Climate Change Strategy sets out the Council's approach to addressing climate change. It takes into account the Council's own ambitions to reduce carbon emissions from its own estate and operations as well as means by which the wider community can adapt to climate change and reduce carbon emissions.

Monitoring Performance 2017/18

Progress against the actions within the Climate Change Strategy Action Plan is set out in Appendix A. The appendix identifies progress through a RAG rating where:

- there is progress as expected or the action has been completed (green);
- there is progress in accordance with expectations with minor work or issues outstanding (amber); or
- the action has not and/or will not been met (red).

Commentary is also provided to explain progress or to provide additional information.

Overall, the status of the sixty three actions is as follows:

- fifty seven actions are ranked green with progress as expected or the action completed;
- six actions are ranked amber with issues outstanding

Summary of Actions 2017/18

Highlights within the actions where progress is as expected or action has been completed include:

Green Impact environmental accreditation awards scheme to showcase positive changes in environmental practice

The Council held its fourth year of the programme from November 2017 to June 2018. Ten teams from across the Council took part in the scheme engaging ninety four members of staff and together completed one hundred and fifteen sustainability actions to improve green impact within the offices. Activities included a sustainable travel event, energy power down audit, Fairtrade coffee morning, staff workshops, plastic waste project and a swap shop where staff donated unwanted gifts for others to purchase with a donation to charity.

Two teams achieved gold accreditation and one team a gold project award, two teams achieved silver accreditation and two teams achieved bronze accreditation with two teams achieving a working towards bronze award. An awards ceremony was held in July 2018 to celebrate the successes. The fifth year of the programme will be launched in November 2018.

Publish a Local Authority Carbon Management Plan which establishes the scope for carbon and cost reduction.

In 2015, the Council developed a Carbon Management Plan which set a target to achieve a 15% reduction in carbon emissions by 2020, against a 2012/13 baseline.

The Council's carbon footprint was 2,113 tCO₂e in 2012/13 with an associated cost of £730,020. In 2016/17 the Council's carbon footprint was 1,703 tCO₂, with associated costs of £639,683. This represents a 20% decrease in emissions and a 12% reduction in nominal costs since 2012/13.

Carbon reduction projects implemented include LED lighting upgrades at Beehive Lane carpark and sheltered accommodation blocks, heating system upgrades at Charnwood Museum and Woodgate chambers and the delivery of a fleet of new housing vehicles (Euro 6 Ford Transit vans) being more fuel efficient to serve customers across the Borough.

The council has continued to make progress with continued reductions in emissions and costs. Whilst the performance is encouraging the Council should continue to take action because of the risk of emissions increasing to ensure the 2020 target is met.

Summary of actions with issues outstanding:

Engage with schools to promote environmental programmes

All schools in the borough have been invited to book on sessions delivering the Enviro Detectives resource during the week of 26th November 2018 which ties in with the national curriculum. The aim of the education programme is to teach children about the environment, what is being done at Charnwood Borough Council and encourage environmental action. Don't Muck Around enviro crime pledge paperwork showing a declaration of responsibility when disposing of rubbish and encouraging others to be responsible will be issued in November during schools visits. There has been no response from schools to book on sessions. Follow-up with schools will take place to encourage engagement.

Update and implement the Zero Waste Strategy

The current household recycling rate in Charnwood is around 48% with a target to achieve 50%. There has been difficulty achieving a 50% target given the changing mix and weights of recycling materials. The Cleansing and Open Spaces Team continues to administer a minimum of 2 awareness/educational campaigns per year to encourage residents to reduce waste to landfill and increase recycling.

Review Charnwood Borough Council Flood Plan with Local Resilience Forum partners

The Charnwood Borough Council Flood Plan is currently overdue for sign off due to resource constraints, staff changes and the need to have more discussions with the Environment Agency regarding content. The plan is expected to be reviewed and signed off by October 2018.

Work with partners to prepare and assess Council Business Continuity plans

The Council are currently working with the Business Continuity Team within the Local Resilience Partnership to ensure Charnwood business continuity plans are up to date and complete. The quarterly assessment of the Strategic Risk Register will be updated accordingly once business continuity plans are up to date. Work is underway towards finalising and then scheduling the business continuity work.

Appendix A

Climate Change Strategy Action Plan

Awareness Raising							
Ref	Commitment	Action	Measure	Target	Time-scale	Progress	Rank
1.1	We will recognise climate change as a corporate commitment for the Council	Ensure climate change is recognised as a priority within the Corporate Plan	Climate change included in the Corporate Plan for 2020-2025	Corporate plan published with Climate Change as a key priority	2020	The 2020-2025 Corporate Plan will start to be considered during Spring 2019.	Green
1.2	We will encourage environmental education and promote climate action through a proactive communication campaign	Engage with schools to promote environmental programmes	Working with schools across the Borough on the Enviro Detectives resource	Number of children engaged 200-300	Annual	Schools invited to book on sessions during the week of 26 th November 2018. All schools in Charnwood Borough invited with a view to holding sessions during the week which ties in with National curriculum.	Amber
1.2.1			Promotion of the 'Don't Muck Around' campaign to schools and young people	Achieve 5 entries / pledges from schools and young people	Annual	Pledge paperwork will be issued in November 2018 during schools visits.	Amber
1.2.2		Encourage residents to adopt energy efficiency measures	Frontline services training and awareness taking place Information on website	Training provided Website updated	Annual	All frontline Housing Support Co-ordinators (HSCs) have received Energy Awareness and Fuel Poverty Training. The HSCs visit vulnerable residents in their own home to give a range of housing advice, including energy efficiency and will refer to the Warm Homes scheme via First Contact Plus where appropriate. Warm Homes information leaflets are available in the Council Offices reception area, providing contact details for the First Contact Plus scheme and information about the services available. The Council Website https://www.charnwood.gov.uk/pages/energy contains signposting information for residents, landlords and tenants to assist in ensuring that they are aware of any grant funding or benefits that they are entitled to, as well as advice on saving money on their fuel bills and reducing the energy that they use.	Green

Awareness Raising							
Ref	Commitment	Action	Measure	Target	Time-scale	Progress	Rank
1.2.3		Encourage residents to reduce waste to landfill and increase recycling	Awareness programmes in place #Recycle Right campaign Big Guide brochure delivered to all new properties	Two number of promotions	Annual	The Cleansing and Open Spaces Team administer a minimum of two awareness campaigns per year.	Green
1.2.4		Encourage the improvement of our environment by taking part in Loughborough in Bloom	Resources and promotions in place to support and take part in competition	Maintain the number of Love Your Neighbourhood groups >30	Annual	There were 39 'It's Your Neighbourhood' groups entered for East Midlands in Bloom during 2018/19. The groups are supported by the Loughborough in Bloom Community Participation group and Bloom Board.	Green
1.2.5		Encourage residents to cut down on meat consumption to within accepted health guidelines to help reduce the carbon emissions associated with meat production and to bring about health benefits	Work with Leicestershire Nutrition Dietetic (LNDS) as part of the Lifestyle Exercise Activity Programme for adults to raise awareness	Ensure key messages delivered through our dieticians	Annual	The Adult Weight Management Group programme is designed to help overweight adults lose weight and lead a healthy lifestyle. To date 48 people have accessed this programme across 3 venues. The programme provides dietary advice around healthy eating and one hour of physical activity.	Green
1.2.6			Awareness programme in place	Deliver 1 promotional campaign annually	Annual	Promotion scheduled February 2019	Green
1.3	We will encourage a low carbon economy	Work with partnership agencies to encourage businesses to adopt energy efficiency measures by signposting to relevant services and opportunities	Engage with Businesses to promote energy efficiency Details made available on website and publications	Deliver 1 promotional campaign annually	Annual	Liaise with Innovation InCharnwood event organiser to encourage low carbon businesses to participate on 7 th November InCharnwood event.	Green

Awareness Raising							
Ref	Commitment	Action	Measure	Target	Time-scale	Progress	Rank
1.4	We will promote environmental behaviour change and showcase best practice	Develop and implement an environmental behavioural change programme and work with teams to show case positive changes in environmental practice	Programme in place Questionnaire to staff on feedback of scheme	Number of staff taking part 40	Annual	There were ten teams from across the Council completing actions on sustainability. An awards ceremony was held in July 2018. Feedback from staff surveys has been very positive. The fifth year of the programme is being developed to be launched in Autumn 2018.	Green

Reducing Our Impact on Climate Change							
Ref	Commitment	Action	Measure	Target	Time-scale	Progress	Rank
2.1	We will measure and reduce carbon emissions across our buildings and operations, including our fleet	Implement actions in Carbon Management Plan	Reduction in carbon emissions from energy saving schemes	Carbon 2020 pledge	2020	In 2016/17 the Council's carbon footprint was 1,703tCO ₂ e, with an associated cost of £639,683. This represents a 20% decrease in emissions and a 12% reduction in costs since 2012/13.	Green
2.1.1			Resources available to complete annual carbon monitoring report	Production of annual report			
2.1.2		Review low carbon solutions across Council buildings, operations and fleet	Number of schemes implemented	Carbon savings will depend on schemes implemented	Ongoing	Potential schemes are being investigated as part of the carbon plan assessing costs, payback, timescales and potential savings.	Green
2.1.3		Improve energy efficiency of Council ICS equipment virtualisation of devices by the implementation of Thin Client Terminal	Minimise surplus hardware and energy demand through virtualisation of devices by the implementation of Thin Client Terminal	Carbon savings will depend on schemes implemented	2018	Complete	Green
2.1.4		Implementation of cloud based telephony system	Implementation of cloud based telephony system	Migration onto the new phone system and decommission existing telephone infrastructure	2018	Complete	Green
2.1.5		Implementation of Office 365	Implementation of Office 365	Complete the proof of concept with 25 users	Ongoing	Members have been switched across to Office 365 in August 2018 and a pilot for staff starting in October 2018. The new system will provide easier access to email and documents across a number of devices.	Green
2.1.6		Options identified for improving remote working systems, encouraging smarter, more efficient working	Options identified for improving remote working systems, encouraging smarter, more efficient working	Carbon savings will depend on schemes implemented	Ongoing	A report on Smart and Flexible Working went to SMT on 15 th August. The report introduced the concept of smart and flexible working and considered some of the issues around implementation of new ways of working. It was agreed that Charnwood would introduce a process to develop a number of smart working pilots across the organisation.	Green
2.1.7		Support tree planting across Charnwood to offset CO ₂ emissions, provide habitat for wildlife, enhance natural landscape and reduce flood risk	Number of trees planted	Plant 10,000 trees	Ongoing	Over 900 trees planted at the Outwoods as part of the sustainable management and conversion of the coniferous element to native oak woodland. New community tree scheme to be launched in November 2018 by Cleansing & Open Spaces to offer free trees to local residents for planting in gardens and community spaces. The scheme is to be part funded by National Forest.	Green

Reducing Our Impact on Climate Change							
Ref	Commitment	Action	Measure	Target	Time-scale	Progress	Rank
2.1.8		Assess the feasibility of electric or hybrid vehicles when the Council's existing fleet vehicles are replaced	Number of electric or hybrid vehicles leased	Minimum of 3 electric / hybrid vehicles leased	Ongoing	The Council's fleet contains three electric vehicles. Opportunities to expand on this will be considered as part of every vehicle renewal.	Green
2.2	We will encourage energy reduction, clean energy and energy efficiency and promote its benefits to our community and businesses	Update and implement the Home Energy Conservation Act (HECA) report	Production of HECA report	Report published	Biannual	HECA progress report 2017-19 published	Green
2.2.1		Work in partnership to deliver government energy efficiency programmes	ECO top up grant contribution	Guidance available to support residents	Ongoing	Since the introduction of ECO Top-Up grants, 2 residents have been assisted through the grant to obtain new efficient gas central heating boilers for their homes.	Green
2.2.2			Resources in place to signpost to first contact plus	Guidance available to support residents	Ongoing	First Contact Plus and Warm Homes leaflets are available in the Council Offices reception area providing contact details and information on the services available.	Green
2.2.3		Energy Performance Certificates (EPCs) records for Council housing stock to be updated to give an average SAP value	EPCs updated on the stream line software to give an average SAP value	To carry out EPC's at all void properties and uploaded to software	Ongoing	Council Project Surveyors continue to deliver EPC certificates to void properties via the Elmhurst EPC software. Additional Surveyors are to be trained in EPC delivery in order to carry out more surveys. The current average SAP rating for Council stock is D.	Green
2.2.4		Provide top-up roofing insulation, cavity wall and boiler upgrade programme for Council housing stock	Investment in programme	125 loft insulation installations based on £400 per property	2018/19	All lofts have been surveyed and it is expected that the programme will be delivered by the end of the year.	Green
2.2.5		Carry out stock condition surveys to monitor energy condition of Council housing stock	Stock condition surveys	250 stock condition surveys per year	Ongoing	An appropriate stock condition survey is currently being designed. Fortem will undertake the surveys.	Green
2.2.6		Ensure Charnwood standard is implemented and maintained for Council housing stock	Charnwood standard in place and being maintained	No properties not meeting Charnwood standard Programmes created from the housing management system to ensure standard maintained	Ongoing	It is expected that all streams concerning replacement of major components (kitchens, bathrooms, heating etc.) to maintain the Charnwood standard will be delivered by the end of the year.	Green

Reducing Our Impact on Climate Change							
Ref	Commitment	Action	Measure	Target	Time-scale	Progress	Rank
2.3	We will minimise the climate impact from development and encourage a low carbon economy through the planning system	Encourage a sustainable pattern of development supported by a low carbon transport infrastructure	Amount of new major developments that provide walking, cycling and public transport access to key facilities and services embedded in the emerging local plan	100% of major developments to provide walking, cycling and public transport links to key facilities and services	Ongoing	Options for accommodating the development needs in Charnwood are being tested through evidence and sustainability appraisal. The accessibility of new developments to key facilities and services is part of this testing work.	Green
2.3.1			Green travel plans required for all major developments	100% of major developments to have travel plan	Ongoing	Travel plans within major developments are not currently monitored.	Green
2.3.2		Encourage renewable sources of energy supply	Amount of new energy being provided from renewable or low carbon energy developments embedded in the emerging local plan	27.5MWe of energy provision from decentralised and renewable sources of energy supply	Ongoing	Evidence on potential for renewable and low carbon energy potential is being collected, as is evidence about environmental impact of certain renewable energy technologies. This evidence will be used to draw up fresh targets for energy from these sources.	Green
2.3.3			Include policies in our Local Plan that encourage developers to achieve high energy standards and to incorporate renewable and decentralised (on-site) energy generation	Local plan adopted	2020	Evidence on renewable energy potential is currently being gathered and it is planned to collect evidence on the viability of higher energy efficiency standards in new development.	Green
2.3.4			Include policies in our Local Plan that encourage new large scale development to explore and incorporate low carbon district heating networks	Local plan adopted	2020	Evidence has been collected on the potential for low carbon district heating in Charnwood. There has been engagement on the potential for such schemes in west Loughborough around the university. The preferred strategy for meeting development needs has yet to be identified and policies have yet to be drafted.	Green
2.3.5			Promote sustainable design in buildings	Sustainable Design category in Charnwood design Awards	Design Awards scheme	Biannual	Awards scheme planned for 2019.

Reducing Our Impact on Climate Change							
Ref	Commitment	Action	Measure	Target	Time-scale	Progress	Rank
2.4.	We will encourage reduced car use and promote sustainable travel	Investigate actions in Council Sustainable Travel Plan	Implementation of actions	1 new scheme introduced	2020	Discussions have taken place around resource/financial implications for a Cycle to Work scheme. A business case will be presented to SMT in the new year.	Green
2.4.1		Promote cycling, walking, running and other physical activity to our own staff and the wider community	Assess the feasibility of electric or hybrid pool car / bike	1 electric hybrid vehicle leased 1 electric pool bike	2021	To be reviewed 2020	Green
2.4.2			Engage with workplaces in the Borough	Provide a bespoke physical activity package to 5 Charnwood based workplaces per year	Ongoing	Physical activity packages have been delivered to Fisher Scientific, Loughborough, ARM a technology company based in Loughborough and Charnwood Borough Council.	Green
2.4.3			Deliver and promote national physical activity / health campaigns to Charnwood residents	In line with Public Health priorities deliver 3 campaign weeks per year and achieve 300 new participants annually	ongoing	The following campaigns have been delivered; <ul style="list-style-type: none"> One You national campaign - Promoted on line health assessment which signposts individuals to sport/health support services (300+ individuals) Promoting Leics. & Rutland County Sports Partnership Work Place Health Survey This Girl Can Event (100 attendances) 	Green
2.4.4			Provide support to Charnwood based cycling clubs and groups to deliver recreational and family bike rides	2 new ride leaders trained annually 10 recreational / family bike rides delivered annually	Ongoing	Two ride leaders have been trained at Charnwood Cycling Club. One cycling geocaching event was delivered as part of the Council's summer holiday activity programme for 5-16 years. In partnership with Charnwood Cycling Club the Council have helped to promote junior cycling coaching twice a month.	Green
2.4.5			Develop and promote new and existing walking initiatives	Deliver 2 new patient participation groups and community walking groups Provide training to 10 volunteer walk leaders Promote the Charnwood walks programme with an annual target of 2000 attendances	Annual	A new weekly walk has been introduced from John Storer House with 16 new walk leaders trained.	Green

Reducing Our Impact on Climate Change							
Ref	Commitment	Action	Measure	Target	Time-scale	Progress	Rank
2.4.6			In partnership develop a parkrun site at Derby Road playing fields	Weekly park run event organised with 500 members and 2500 attendances annually	Ongoing	On 28 th July 2018 the Dishley parkrun in Loughborough was launched (Derby Road Playing fields) and will continue every Saturday 9am. To date the average weekly attendance is 297 (over the first five weeks) with a total 958 participants. There have been 203 new runners to the event.	Green
2.4.7			Support the development of the green gym project	Promote the physical activity volunteering opportunities with the green gym project to individuals, community groups and local workplaces at 5 events	Ongoing	Continue to promote Green Gym project with key community groups	Green
2.4.8		Promote non-recreational cycling for commuting as well as recreational cycling	Promote the choose how you move programme to encourage cycling for commuting	Promotional campaign in place	Ongoing	Campaign promoted at the National Play Day and One You Roadshows events (two to date) and Work Place Health check events (three to date).	Green
2.5		We will encourage an increase in the proportion of reuse and recycling and a reduction in waste to landfill	Update and implement the Zero Waste Strategy	New Zero Waste Strategy in place	Strategy published	Ongoing	Zero Waste Strategy is in place until 2024.
2.5.1			Zero Waste Strategy in place to divert waste from landfill and improve recycling	Compare tonnage of landfill waste with other LCC authorities as well as against the national average	Ongoing	Continuous measurement of the amount of residual waste per household per year to assess progress in reducing residual waste.	Green
2.5.2			Increase the household recycling rate. Tonnages of green waste and recycling as a percentage	Contractors to achieve a 50% household recycling rate	Ongoing	Current recycling figure is around 48%. The 50% target will be difficult to achieve given the changing mix and weights of recycling materials.	Amber
2.5.3			Implement waste education / promotional campaigns	Resources available to deliver educational campaigns on reducing waste to landfill and recycling	Deliver waste promotional programmes	Annual	The Cleansing and Open Spaces Team continues to administer a minimum of two awareness/educational campaigns per year.

Reducing Our Impact on Climate Change							
Ref	Commitment	Action	Measure	Target	Time-scale	Progress	Rank
2.5.4		Phase put single use plastics within Council offices and buildings	Investigate use of single use plastics	Implement reduction of single use plastics	Ongoing	The breakout has begun by removing disposable plastic coated cups, recycling plastic knives and forks, replacing plastic packs of butter with foil packs, using recyclable sandwich boxes and replacing sauce sachets with dispenser units and replacing plastic milk containers with jugs. Plastic cups have been removed from water stations saving more than 75,000 plastic cups a year.	Green
2.6	We will work in partnership to improve air quality	Monitor and review air quality across the borough to determine whether national air quality objectives are being met	Preparation of DEFRA annual monitoring report	Review annually	Ongoing	2018 Annual Status Report (ASR) submitted to DEFRA in June 2018. All reported conclusions have since been accepted. Data collection in preparation of the 2019 report continues as per continuing Environmental Protection work.	Green
2.6.1			Production of monitoring report	National air quality targets being met	Annual	No exceedances of any National Air Quality Objective levels were monitored in 2017 (reported on in 2018). DEFRA accepted the submitted results.	Green

Resilience							
Ref	Commitment	Action	Measure	Target	Time-scale	Progress	Rank
3.1	We will work with our partners to understand the current and future risks of flooding	Review Charnwood Borough Council Flood Plan with Local Resilience Forum partners	Charnwood Borough Council Flood Plan and recommendations being implemented	Review biannually	April 2018	The plan is currently overdue for sign off due to resource constraints and the need to have more discussions with the Environment Agency. The plan is expected to be reviewed and signed by October 2018.	Amber
3.2	We will work with communities and businesses to increase resilience to future changes in climate	Promote the community flood warden monitoring scheme	Number of flood wardens in place	At least 1 flood warden for each flood warning area	Ongoing	Flood warden numbers have declined due to the average age of volunteers. A recruitment drive is being led through the Councillor Bulletin, Parish Councils and when visiting communities to discuss Community Response Plans.	Green
3.2.1			Flood warden scheme on Charnwood and Local Resilience Forum websites	Website updated on a regular basis	Ongoing	The flood warden scheme is promoted on Leicester Leicestershire and Rutland (LLR) website at: https://www.llrprepared.org.uk/prepared-communities/flood-warden/ A sub-page will be provided on the Charnwood Borough Council website dedicated to 'being prepared' and 'how to become a flood warden'.	Green
3.2.2		Advise residents on steps to increase resilience	Up to date information made available on Charnwood and Local Resilience Forum websites.	Website Updated on a regular basis	Ongoing	Extensive advice is available on LLR website. Resilience information on the Council website to be expanded as well as making the name of the page and the search function better so people can find it more easily. Rebranding 'Emergency Planning' to 'Resilience' as this is more in keeping with modern terms and is better understood by the public.	Green
3.2.3		Development of community resilience plans with parish councils	Number of community resilience plans in place	5 plans in place	Ongoing	There are two plans signed off being Sileby and Syston. Anstey, Barrow, Mountsorrel, Thurcaston & Cropston and Newtown Linford are in progress. Promotion of the scheme through Parish forums and newsletters is ongoing.	Green
3.2.4		Promote the Climate East Midlands Business adaptation guide for business	Information provided on website, forums, seminars and business groups	Deliver 1 new promotional campaign	Annually	Information provided on Council website.	Green
3.3	We will ensure business continuity planning at the Council is resilient to climate impacts	Work with partners to prepare and assess Council Business Continuity plans	Annual assessment of Business Continuity plans and reviews of live incidents	Annual assessment complete	Annual	We are currently working with the Business Continuity team within the local resilience partnership to ensure our business continuity plans are up to date and complete.	Amber
3.3.1	Quarterly assessment of Strategic Risk Register		Annual assessment complete	Ongoing	We are currently working with the business continuity team within the local resilience partnership to ensure our business continuity plans are up to date and complete.	Amber	

Resilience							
Ref	Commitment	Action	Measure	Target	Time-scale	Progress	Rank
3.4	We will ensure that Council owned open spaces and habitat are well adapted to the changing climate	Work in partnership to carry out biodiversity and heritage audits in Charnwood	Full list of Council owned land and their wildlife features	2 No. of biodiversity and heritage audits conducted 5 new Local Nature Reserves (LNR) to be accredited	2020	There is one Local Nature Reserve (LNR) dedicated at Stonebow Washlands. Gorse Covert management plan has been completed and is going through a formal dedication process. The Council will also declare Booth Wood a LNR in 2018/19 and Pignut Spinney in 2019/20. Quorn Parish Council proposes to declare Tom Longs Meadow an LNR.	Green
3.4.1		Work in partnership to deliver Charnwood Forest Regional Park partnership funding	Promote heritage, improve biodiversity, geology, history and cultural values of Charnwood sites	Stage 1 completed and approved by Heritage Lottery Funding (HLF) Development phase, stage 2 to take place during 18/19 and 19/20	2020	Officers from Cleansing & Open Spaces and Planning attend regional park meetings.	Green
3.5	When new development is considered in areas with nature conservation value we will ensure that risks can be managed through suitable adaptation measures	Protect and enhance native species and habitats	Monitoring the implementation of policies such as CS11 Landscape and Countryside, CS12 Green Infrastructure and CS13 Biodiversity and Geodiversity	Core strategy annual monitoring report published	2020	These policies are currently monitored as part of the Charnwood Annual Monitoring Report.	Green
3.5.1		Promotion of climate resilient buildings through the revised Local Plan	Embed policy in emerging Local Plan	Local Plan published	2020	Emerging Local Plan policies polices have yet to be drafted.	Green
3.5.2		Promote and support opportunities for environmental enhancement and regeneration	Embed policy in emerging Local Plan	Local Plan published	2020	Emerging Local Plan policies polices have yet to be drafted.	Green

Resilience							
Ref	Commitment	Action	Measure	Target	Time-scale	Progress	Rank
3.6	We will support healthy and ethical local food initiatives	Promote the allotment and community orchard schemes	Number of new allotment schemes introduced	1 no of new allotment schemes introduced	Ongoing	New community orchard scheme/partnership meeting with Fruit Routes to be held in September to look at wider network of orchards and potential new sites.	Green
			Number of community orchards introduced	1 no of community orchard scheme introduced			
3.6.1		Work with partners to support the Loughborough farmers market	Number of businesses participating in the Farmers market	Sustain the number of businesses participating in the farmers market	Ongoing	The market takes place the second Wednesday of each month. There are currently six traders using nine stalls. A marketing campaign is planned for October to encourage new traders onto the Farmers Market.	Green
3.6.2		Work with partners to promote and support Fairtrade in the borough	Information provided on website	Deliver 1 promotion annually	Ongoing	Fairtrade is promoted on the Council website to support ethical trade practices. A promotion is planned during Fairtrade fortnight taking place 25 February to 10 March 2019.	Green

PERFORMANCE SCRUTINY PANEL – 9TH OCTOBER 2018

Report of the Head of Strategic Support

ITEM 11 WORK PROGRAMME

Purpose of the Report

To enable the Panel to consider its Work Programme and propose to the Scrutiny Management Board any additions, deletions and amendments as appropriate.

Performance Panel Work Programme

The Scrutiny Management Board agreed the Scrutiny Work Programme at its meeting held on 8th August 2018 and is attached as Appendix 1 for the consideration of the Panel. As the Board has not met since the Panel's meeting held on 21st August 2018, the Panel's views and recommendations regarding the Zero Waste Strategy have not been considered by the Board.

As agreed by the Panel at its meeting held on 21st August 2018 a list of policies and strategies has been included as part of the work programme item to enable the Panel to identify policies and strategies that it wishes to scrutinise at the mid-term point and recommend to the Scrutiny Management Board that these are included in the Scrutiny Work Programme. Appendix 2 identifies separately those policies and strategies that form part of the Council's Policy Framework, for which engagement with scrutiny forms part of the process for their development prior to approval by Full Council, and other policies and strategies that are approved by the Cabinet. In addition there are three policies listed that are the responsibility of the Licensing Committee, two of which are agreed by Full Council.

Actions Requested

1. To schedule the mid-term reviews of policies and strategies indicated in the attached Strategies and Policies list for agreement by the Scrutiny Management Board;
2. As the Charnwood Lottery commenced on 4th September 2018, for the Panel to monitor of the performance of the Charnwood Lottery six clear months after commencement of the scheme, it may wish to reschedule the item from its meeting on 19th February 2019 to its meeting on 18th June 2019;
3. To note the current position with the Panel's Work Programme.

Reasons

1. To enable the Panel to review particular policies and strategies, as agreed at its meeting held on 21st August 2018 after considering the Zero Waste Strategy review added value.
2. To enable the Panel to monitor the performance of the Charnwood Lottery six clear months after commencement of the scheme.

3. To make the Panel aware of the current position with its Work Programme.

Appendices: Appendix 1 - Work Programme
Appendix 2 - Strategies and Policies List

Background Papers: None

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APPENDIX 1

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Performance Scrutiny Panel	20 November 2018	Lightbulb Service Implementation Update		To consider an update on the implementation of the Lightbulb Service in Charnwood.	Cllr Mercer / A. Simmons	See SMB 08 August 2018 (min 14.1).
Performance Scrutiny Panel	20 November 2018	KI10 (the number of working days / shifts lost to the local authority due to sickness absence)	sickness absence data reported by Directorate, and that as the Chief Executive's team be merged with another directorate	to consider more detailed information by directorate. Information to be provided in a manner as to ensure that individual members of staff would not be identified	Cllr Poland / A. Ward	Agreed by PSP on 21 August 2018 Min 14.5 & 17.2
Performance Scrutiny Panel	20 November 2018	ERM5 SS (undertake regular satisfaction surveys with members of the public to ensure improvement in the web services they receive)	number of responses in relation to number of hits on the website, why the number of customers surveyed was low, the kinds of complaints received	the number of satisfaction surveys completed with members of the public could be increased to drive further improvement in the web service they received and and what could be done to improve the percentage of customers surveyed.	Cllr Rollings / K. Barnshaw	Agreed by PSP on 21 August 2018 Min 14.4 & 17.3
Performance Scrutiny Panel	20 November 2018 (annual item)	Performance Information (Quarter 2 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarterly Report considered at the same time annually.

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Performance Scrutiny Panel	22 January 2019 (Period 7 - annual item)	Revenue Monitoring Report	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	Cllr Barkley / C. Hodgson	<p>Three reports to be considered through the year. Reports to be considered at the same time annually.</p> <p>Re-scheduled by PSP 14 February to its December meeting to correlate with Council's budget monitoring schedule, (see minute 49.4).</p> <p>Reporting changed from period 6 (December) to period 7 (January) to align with new 2018-19 committee dates and finance schedules.</p>
Performance Scrutiny Panel	19 February 2019 (Six-monthly item)	Update Report – Housing Repairs Complaints	To detail the number of complaints received in respect of housing repairs, with specific reference to causes and how complaints are dealt with at the different stages of the complaints procedure.	The Policy Scrutiny Group had concerns in respect of the number of complaints being received, specifically those not resolved at stage one of the complaints procedure. However, the Group noted the introduction of a new complaints procedure, the recent appointment of a new contractor and the appointment of a tenant liaison officer and wished to allow time to review these.	Cllr Mercer / P. Oliver	<p>Quarterly Report considered at the same time annually.</p> <p>Agreed by SMB 18 June 2014 following recommendation of PSG.</p> <p>Scheduled by PSP 08 July 2014.</p> <p>Agreed by PSP 13 October 2015 that reports be considered six-monthly rather than quarterly.</p> <p>Deferred by the Chair and Vice-chair prior to the July meeting to 22 August 2017.</p> <p>Agreed at 12 December 2017 that a six monthly update be received.</p>

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Performance Scrutiny Panel	19 February 2019 (Regular Item)	Tenancy Support	Performance information in relation to tenancy support, including statistics around tenancy sustainment and the number of unsuccessful tenancies and their causes, to be reported as key performance figures.	It Is important to ensure the situation with unsuccessful tenancies is monitored. To include additional information identified by PSP at its meeting 14 February 2017.	Cllr Mercer / P. Oliver	Recommended by PSG 29 September 2015. Agreed by SMB 28 October 2015. Scheduled by PSP 5 April 2016. Agreed by PSP 14 February 2017 that an update report be received in 12 months, (minute 46.2) and to include information regarding recorded amount of rental income generated.
Performance Scrutiny Panel	19 February 2019 (Regular Item)	Supporting Leicestershire Families Programme	To monitor the performance of the Supporting Leicestershire Families Programme	Performance of the Programme was last scrutinised by the Policy Scrutiny Group in November 2013. At that time the Group considered that it continued to effectively deliver and co-ordinate services and support for troubled families and that policies and procedures for the programme were in place and therefore there was no need to schedule further scrutiny. With contributions now agreed for a further three years, it was now timely to monitor the continued delivery of the Programme.	Cllr Taylor / C. Traill/ J. Robinson/ S. Coupe	Recommended by the Cabinet 22 October 2015. Agreed by SMB 28 October 2015. Scheduled by PSP 5 April 2016. Agreed by PSP 14 February 2017 that an update report be received in 12 months, (minute 44.2)
Performance Scrutiny Panel	19 February 2019 (Period 9 - annual item)	Revenue Monitoring Report	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	Cllr Barkley / C. Hodgson	Three reports to be considered through the year. Reports to be considered at the same time annually. Agreed by PSP 23 August 2016 to receive Revenue Monitoring Report in February 2017 to receive current data in line with other monitoring schedules (see PSP min 19.4)

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Performance Scrutiny Panel	19 February 2019	Charnwood Lottery	To monitor the performance of the Charnwood Lottery six clear months after commencement of the scheme	to scrutinise the Charnwood Lottery once it had been implemented to monitor its performance and ability to provide money for good causes.	Cllr Taylor / C. Traill	Agreed by SMB 28 March 2018 (Min 46.1) (following request from PSP 14 February 2018). Scheduled PSP 16 April 2018 (min 57.3)
Performance Scrutiny Panel	19 February 2019 (annual item)	Performance Information (Quarter 3 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarterly Report considered at the same time annually. To include, in accompaniment to performance information in relation to K14 (Percentage of household waste sent for reuse, recycling and composting), details of the number of new build properties that had signed up for the garden waste collection service in the past 12 months (see PSP min 53.3, 5 April 2016). Agreed by PSP on 13 December 2016 min 39.1 that the issue of Delivery against Target Housing Mix for New Housing (to be set out in Council's Housing Supplementary Planning Document) be included as part of the quarterly Performance Monitoring report as part of its existing monitoring of new housing delivery and be scheduled once the method of monitoring concerned has been developed.

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Performance Scrutiny Panel	18 June 2019 (yearly)	Housing Rent Arrears – Internal Mechanisms	To detail the Council's internal mechanisms for reporting and taking action in relation to housing rent arrears.	SMB was satisfied that there was not sufficient value to be gained from forming a scrutiny panel to investigate issues surrounding Council Tax and housing rent arrears but felt that members should receive clarity on associated issues. The Panel decided regular update reports would add value. Additional information requested to be included in Housing rent arrears regarding universal credit.	Cllr Mercer / P. Oliver	See SMB min 50.1, 23 March 2016 and PSP min 57.2, 5 April 2016. Regular six-monthly update reports agreed by PSP on 23 August 2016. Re-scheduled by PSP on 14 February 2017 (minute 49.3). Deferred by the Chair and Vice-chair prior to the July meeting to 22 August 2017. Agreed at the meeting to revert to its routine six-monthly cycle. Agreed to review housing rent arrears on an annual basis PSP 16 April 2019 (min 55.4)
Performance Scrutiny Panel	18 June 2019 (annual item)	Capital Monitoring including Outturn	Monitoring of position with the Council's Capital Plan.	To ensure progress to the Council's Capital Plan and its financing are satisfactory.	Cllr. Barkley / C. Hodgson	Annual report.
Performance Scrutiny Panel	18 June 2019 (annual item)	Revenue Monitoring (General Fund and HRA) Outturn	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	Cllr Barkley / C. Hodgson	Quarterly Report considered at the same time annually.

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Performance Scrutiny Panel	18 June 2019 (annual item)	Performance Information (Quarter 4 Report – Year End)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarterly Report considered at the same time annually.
Performance Scrutiny Panel	18 June 2019 (Regular Item)	Online Customer Service	Progress update regarding performance data relating to online customer service functions, including tracking the increase in use of online services and the number of failed online interactions.	To monitor progress regarding online customer service functions interfacing with Council customers work and development.	Cllr Rollings / S. Jackson	<p>Recommended by PSG 29 September 2015. Agreed by SMB 28 October 2015.</p> <p>Scheduled by PSP 15 December 2015.</p> <p>Agreed by PSP on 16 February 2016 that an update be received in 6 months and that a Project Board member should attend.</p> <p>Agreed by PSP on 23 August 2016 that an update be received.</p> <p>Agreed by PSP 04 July 2017 and at 12 December 2017 that a six-monthly update be received.</p>

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Performance Scrutiny Panel	August 2019 (Six-monthly item)	Update Report – Housing Repairs Complaints	To detail the number of complaints received in respect of housing repairs, with specific reference to causes and how complaints are dealt with at the different stages of the complaints procedure.	The Policy Scrutiny Group had concerns in respect of the number of complaints being received, specifically those not resolved at stage one of the complaints procedure. However, the Group noted the introduction of a new complaints procedure, the recent appointment of a new contractor and the appointment of a tenant liaison officer and wished to allow time to review these.	Cllr Mercer / P. Oliver	Quarterly Report considered at the same time annually. Agreed by SMB 18 June 2014 following recommendation of PSG. Scheduled by PSP 08 July 2014. Agreed by PSP 13 October 2015 that reports be considered six-monthly rather than quarterly. Deferred by the Chair and Vice-chair prior to the July meeting to 22 August 2017. Agreed at 12 December 2017 that a six monthly update be received.
Performance Scrutiny Panel	August 2019 (annual item)	Performance Information (Quarter 1 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarterly Report considered at the same time annually.
Performance Scrutiny Panel	tbc	Zero Waste Strategy	mid-term review of the Zero Waste Strategy	To enable the Panel to scrutinise a particular policy half way through its review cycle as a test case to determine the benefits of the Panel scrutinising policies and strategies.	Cllr Harper-Davies / M. Bradford	Added to the Work Programme by SMB (at the Panel's request) 13 June 2018. To be reviewed once it has been revised and scrutinised by an appropriate scrutiny body as determined by the Scrutiny Management Board (21 Aug 2018 min 16.2)

Schedule of Council Policies and Strategies

1. Budget and Policy Framework

Strategy / Policy	Responsible Officer	Period Covered	Duration	Agreed	Next Review Date	Notes
Corporate Plan	Chief Executive	2016-2020	4 years	February 2016	July 2019	
Medium Term Financial Strategy	Head of Finance and Property Services	2018/19 to 2020/21	3 years but reviewed annually	January 2018	September 2018	Considered by Budget Scrutiny Panel
Customer Service Strategy	Head of Customer Experience	2016-2020	4 years	November 2016	July 2019	
Member Development Strategy	Head of Strategic Support	2016-2020	4 years	November 2016	January 2020	
Charnwood Community Safety Partnership Plan – <i>Partnership Document</i>	Head of Neighbourhood Services		3 years			Full plan refreshed and reviewed in January 2017 for adoption from 1st April 2017 – plan refreshed annually – plan was reviewed January 2018 and approved by Community Safety Partnership. Work of Community Safety partnership scrutinised by Scrutiny Management Board

2. Other Policies and Strategies

Strategy / Policy	Responsible Officer	Period Covered	Duration	Agreed	Next Review Date	Notes
Corporate Enforcement Policy	Strategic Director of Housing, Planning & Regeneration and Regulatory Services			New		Currently programmed for submission to Cabinet in May 2018. On agenda for PSG 24th April 2018

Strategy / Policy	Responsible Officer	Period Covered	Duration	Agreed	Next Review Date	Notes
Corporate Anti-social Behaviour and Hate Incident Policy	Head of Landlord Services and Head of Neighbourhood Services				January 2021	Current version scrutinised by Policy Scrutiny Group in February 2018
Tenancy Strategy and Policy	Head of Landlord Services / Head of Strategic and Private Sector Housing	2012-2017	5 years	June 2012	TBC	Awaiting Government guidance on Fixed-Term Tenancies
Zero Waste Strategy	Head of Cleansing and Open Spaces	2012-2024	12 years	December 2012		
Open Spaces Strategy	Head of Cleansing and Open Spaces	2013-2028	15 years	February 2013	2019	
ICS Strategy	Head of Customer Experience	2016-2020	4 years	May 2016	May 2019	
Asset Management Strategy	Head of Finance and Property Service	2018/19-2022/23	5 years	April 2018		
Procurement Strategy	Head of Finance and Property Services	2013-2019	5 years	February 2013	2018	
HRA Business Plan	Head of Landlord Services	2014-2044	30 years	2014	TBC	Awaiting Government Guidance on the sale of high value voids
Housing Financial Inclusion and Income Management Strategy	Head of Landlord Services	2014-2016	2 years	2014	2018	
Customer Engagement Strategy	Head of Landlord Services	2017-2020	3 years	2017	2020	
Tenancy Support Policy	Head of Landlord Services	2014-2018	4 years	2014	2018	

Strategy / Policy	Responsible Officer	Period Covered	Duration	Agreed	Next Review Date	Notes
Adaptations Policy	Head of Landlord Services			New		To be agreed in 2019
Children's and Young People's Strategy	Head of Neighbourhood Services	2015-2018	3 years	February 2015	July 2018	
Leicester-shire and Rutland Sport Strategy for Sport and Physical Activity – <i>Partnership Strategy</i>	Head of Neighbourhood Services	2017-2021	4 years	November 2017	2020	
Planning Enforcement Plan	Head of Planning and Regeneration			May 2018		Currently programmed for submission to Cabinet in May 2018. Considered by Policy Scrutiny Group in February 2018
Street Naming and Numbering Policy	Head of Planning and Regeneration			November 2016		
Climate Change Strategy – formerly known as Climate Local Action Plan	Head of Planning and Regeneration	2014-2017	3 years	March 2014	2018	Currently programmed for submission to Cabinet in May 2018. On agenda for PSG 24th April 2018
Loughborough Town Centre Masterplan	Head of Planning and Regeneration			April 2018		
Economic Development Strategy	Head of Planning and Regeneration	2018-2020	3 years	March 2018		
Licensing Act 2003 – Statement of Licensing Policy.	Head of Regulatory Services*	2017-2022	5 years	June 2017	2022	Responsibility of the Licensing Committee and agreed by Full Council
Gambling Act 2005 – Statement of Principles.	Head of Regulatory Services	2016-2019	3 years	February 2016	January 2019	Responsibility of the Licensing Committee and agreed by Full Council

Strategy / Policy	Responsible Officer	Period Covered	Duration	Agreed	Next Review Date	Notes
Hackney Carriage and Private Hire Licensing Policy	Head of Regulatory Services	2017-2020	3 years	February 2017	2020	Responsibility of the Licensing Committee and agreed by the Committee
Empty Homes Strategy	Head of Strategic and Private Sector Housing	2017-2022	5 years	July 2017	2021	
Homelessness Strategy	Head of Strategic and Private Sector Housing	2018-2020	3 years	March 2018	2020	Joint Housing and Homelessness Strategy to be prepared
Housing Strategy	Head of Strategic and Private Sector Housing	2015-2020	5 years	April 2015	2020	Joint Housing and Homelessness Strategy to be prepared
Private Sector Housing Grants Policy	Head of Strategic and Private Sector Housing	2017-2020	3 years	August 2017	TBC	
Choice Based Lettings Housing Allocation Policy	Head of Strategic and Private Sector Housing			October 2017	TBC	
Housing Asset Management Strategy	Head of Strategic and Private Sector Housing	2014-2019	5 years	September 2014	TBC	To be completed in conjunction with the HRA Business Plan
Home Energy Conservation Act (HECA) Plan	Head of Strategic and Private Sector Housing	2017- 2019	2 years		February 2020	
Private Sector Housing Enforcement Policy	Head of Strategic and Private Sector Housing			May 2018		Currently programmed for submission to Cabinet in May 2018. Considered by Policy Scrutiny Group in February 2018
Housing Acquisition Policy	Head of Strategic and Private Sector Housing			May 2018		Currently programmed for submission to Cabinet in May 2018.

Strategy / Policy	Responsible Officer	Period Covered	Duration	Agreed	Next Review Date	Notes
Business Plan	Head of Strategic Support	2018/19	Annual	March 2018	December 2018	
Equality Strategy	Head of Strategic Support	2016-2020	4 years	November 2016	July 2019	
Communications Strategy	Head of Strategic Support	2017-2021	4 years	April 2017	July 2020	
People Strategy	Head of Strategic Support	2017-2021	4 years	March 2017	July 2020	

* In addition to the policies listed in the table the following are agreed by the Head of Regulatory Services in consultation with the Cabinet Lead Member under delegated powers:

1. Food Safety Law Enforcement Plan – annually updated.
2. Health & Safety Law Enforcement Plan – annually updated.
3. Regulatory Services Enforcement Policy – Approved 12 May 2016. Review May 2019.