



**CABINET**

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To: Councillors Barkley (Deputy Leader), Bokor, Harper-Davies, Mercer, Morgan (Leader), Poland, Rollings, Smidowicz and Taylor (for attention)

All other members of the Council  
(for information)

You are requested to attend the meeting of the Cabinet to be held in The Preston Room, Woodgate Chambers, Woodgate, Loughborough on Thursday, 12th March 2020 at 6.00 pm for the following business.

Chief Executive

Southfields  
Loughborough

28th February 2020

**AGENDA**

1. APOLOGIES
2. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS
3. LEADER'S ANNOUNCEMENTS
4. MINUTES OF PREVIOUS MEETING

4 - 11

To approve the minutes of the previous meeting.

5. QUESTIONS UNDER CABINET PROCEDURE 10.7
- The deadline for questions is noon on Wednesday, 4th March 2020.
6. COMMERCIALISATION - APPROACH TO 12 - 31
- A report of the Strategic Director of Corporate Services to consider the Council's approach to commercialisation and proposed commercial activities.
7. CORPORATE DELIVERY PLAN 2020/21 32 - 63
- A report of the Chief Executive to consider the Council's Corporate Delivery Plan 2020/21.
- Key Decision*
8. HOUSING CAPITAL PROGRAMME 2020/21 64 - 72
- A report of the Head of Landlord Services to consider the Council's Housing Capital Programme for 2020/21.
- Key Decision*
9. LOCAL DEVELOPMENT SCHEME 73 - 91
- A report of the Head of Planning and Regeneration to consider a revised Local Development Scheme so that the programme for the preparation of planning documents for Charnwood is agreed.
- Key Decision*
10. CHARNWOOD GRANTS - ROUND 4 2019/20 - COMMUNITY FACILITIES AND COMMUNITY DEVELOPMENT AND ENGAGEMENT GRANT APPLICATIONS 92 - 122
- A report of the Head of Neighbourhood Services to consider applications received for funding in Round 4 of the Community Facilities and Community Development and Engagement Grants schemes for 2019/20.
- Key Decision*
11. ANNUAL PROCUREMENT PLAN 2020/21 123 - 132
- A report of the Head of Finance and Property Services to consider the Council's Annual Procurement Plan 2020/21.
- Key Decision*
12. SOUTHFIELDS SECURITY CONTRACT 133 - 135
- A report of the Head of Finance and Property Services to consider tendering for

renewal of the Southfields security contract.

*Key Decision*

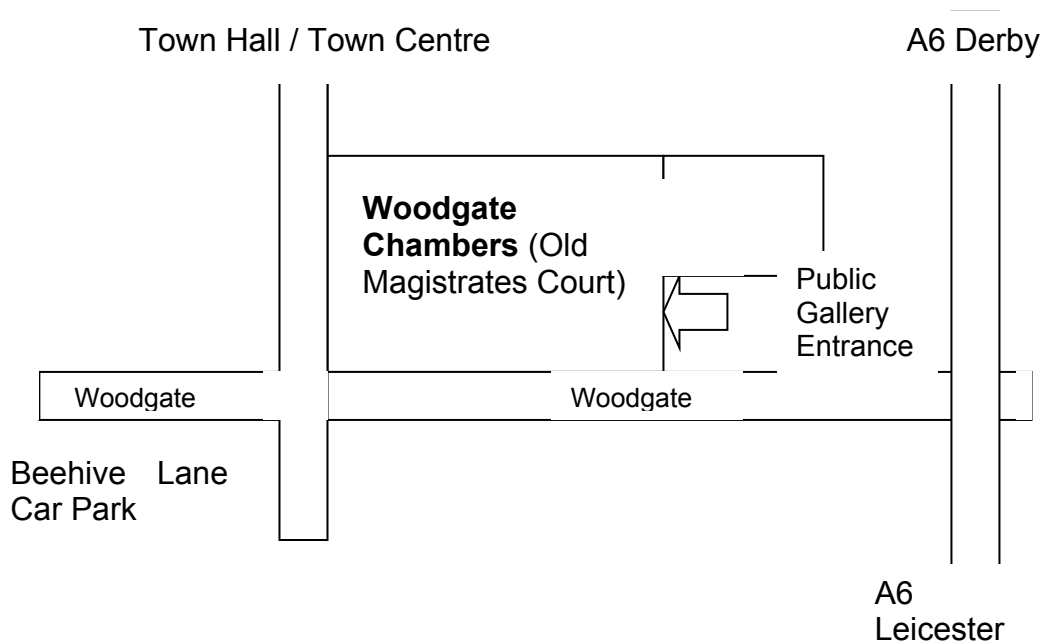
13. COUNCIL'S CONSTITUTION - ANNUAL REVIEW

136 - 151

A report of the Monitoring Officer to consider amendments to the Council's Constitution following annual review, for recommendation to Council.

**WHERE TO FIND WOODGATE CHAMBERS AND PUBLIC ACCESS**

Woodgate Chambers  
70 Woodgate  
Loughborough  
Leics  
LE11 2TZ



## CABINET 13TH FEBRUARY 2020

PRESENT: The Leader (Councillor Morgan)  
The Deputy Leader (Councillor Barkley)  
Councillors Bokor, Harper-Davies, Mercer,  
Poland, Rollings, Smidowicz and Taylor

Councillor Parsons

Chief Executive  
Strategic Director of Corporate Services  
Head of Strategic Support  
Head of Finance and Property Services  
Democratic Services Officer (LS)

APOLOGIES: None

The Leader stated that this meeting would be recorded and the sound recording subsequently made available via the Council's website. He also advised that, under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, 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.

74. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

No disclosures were made.

75. LEADER'S ANNOUNCEMENTS

No announcements were made.

76. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 16th January 2020 were confirmed as a correct record and signed.

77. QUESTIONS UNDER CABINET PROCEDURE 10.7

No questions had been submitted.

78. BUDGET SCRUTINY PANEL

Considered, a report of the Head of Strategic Support to consider the recommendations of the Budget Scrutiny Panel following its scrutiny of the Council's draft budget for 2020/21 (item 6 on the agenda filed with these minutes).

Councillor Parsons, Chair of the Budget Scrutiny Panel, presented the recommendations of the Panel.

The Strategic Director of Corporate Services assisted with consideration of the report.

The Budget Scrutiny Panel was thanked for its work in respect of the matter.

## **RESOLVED**

1. that in respect of Panel Recommendation 1, Cabinet notes that officers will seek to facilitate a dialogue on the budget context and financial direction of travel as early as is practical in relation to the 2021/22 budget setting process;
2. that in respect of Panel Recommendation 2, Cabinet notes that Members can expect to see periodic reports reflecting progress with the Council's transformation and commercialisation plans, and that Members can engage with proposals and general progress with transformation and commercialisation plans through the Council's existing governance structures (Cabinet, Council and Scrutiny);
3. that in respect of Panel Recommendation 3, Cabinet notes that Members can expect to see periodic reports reflecting progress with the Council's transformation and commercialisation plans, and that Members can engage with proposals and general progress with transformation and commercialisation plans through the Council's existing governance structures (Cabinet, Council and Scrutiny);
4. that in respect of Panel Recommendation 4, that communication styles, methods and language used should be an ongoing agenda item for the Budget Scrutiny Panel, allowing Members and Officers to work together and develop an effective communication programme in respect of the Council's budgets and plans;
5. that in respect of Panel Recommendation 5, Cabinet notes that process controls will be considered as part of the planned series of service reviews that will be developed under the Council's Transformation Programme and that, in addition, approval limits set out within the Council's Financial Regulations and Financial Procedures will be reviewed to ensure limits appropriately reflect current circumstances;
6. that in respect of Panel Recommendation 6, Cabinet notes the evaluation and approval processes set out in the response of the Strategic Director of Corporate Services to the Panel's recommendation (agenda page 15);
7. that in respect of Panel Recommendation 7, Cabinet notes that a Cabinet report will be prepared (envisaged for March/April 2020) that will provide further detail on the Council's commercialisation plans and address the specific matters raised by the Panel;
8. that in respect of Panel Recommendation 8, Cabinet notes the Panel's observations;

9. that in respect of Panel Recommendation 9, Cabinet notes the Panel's observations;
10. that in respect of Panel Recommendation 10, Cabinet notes that the processes covering reporting and monitoring of the Capital Plan will be reviewed in the forthcoming financial year.

Reason

- 1-10. To acknowledge the work undertaken by and the views of the Budget Scrutiny Panel and to ensure implementation of scrutiny recommendations where agreed by the Cabinet.

79. GENERAL FUND AND HRA REVENUE BUDGETS 2020/21

Considered, a report of the Head of Finance and Property Services to consider the proposed General Fund and Housing Revenue Account (HRA) Revenue Budgets for 2020/21, incorporating the proposed Council Tax levy, and the 2020/21 proposals to increase rent and service charges within the ring fenced Housing Revenue Account, for recommendation to Council (item 7 on the agenda filed with these minutes).

The Head of Finance and Property Services assisted with consideration of the report.

**RESOLVED that Council be recommended:**

1. to approve the Original General Fund Revenue Budget for 2020/21 at £17,771,035 as set out in Appendix 1 to the report of the Head of Finance and Property Services;
2. to set a base Council Tax at £126.52 at Band D, an increase of £4.43 on the 2019/20 rate, as set out in Appendix 2 to the report of the Head of Finance and Property Services;
3. to set the Loughborough Special Levy at £76.46, a 1.99% increase on 2019/20 rate, as set out in Appendix 3 to the report of the Head of Finance and Property Services;
4. to approve the following item to the Loughborough Special Levy:  
  
ongoing annual funding of £5K for the Remembrance Day Parade for essential health and safety event management costs;
5. to approve the Original HRA Budget for 2020/21 as set out in Appendix 5 to the report of the Head of Finance and Property Services;
6. to amend the HRA weekly rents in line with the Ministry of Housing, Communities and Local Government (MHCLG) guidance;

7. to amend the non-HRA dwelling properties in line with the Ministry of Housing, Communities and Local Government (MHCLG) guidance;
8. to approve the HRA service charges in accordance with the MHCLG Guidance;
9. to approve that the shop rents retain their current rents in accordance with an assessment by the Valuation Office;
10. to approve that garage rents retain their current rents in accordance with an assessment by the Valuation Office;
11. to approve that the Leasehold Management and Administration charge increases to £116.11 per annum;
12. that the Lifeline weekly charge is increased in line with MHCLG Guidance;
13. to determine that the basic amount of Council Tax for 2020/21 is not excessive according to the principles set out by the Secretary of State;
14. that delegation be given to the s151 Officer, in conjunction with the Lead Member for Finance and Property Services, to amend this report for Council in line with the final settlement and updated NNDR figures.

#### Reasons

1. So that the necessary finance is approved to carry out services in 2020/21.
2. So that the Council Tax can be set in accordance with legal and statutory requirements.
3. So that a Loughborough Special Levy can be set in accordance with legal and statutory requirements.
4. To enable items to be added to the Loughborough Special Rate: this being ongoing funding of £5K for the Remembrance Day Parade in order to comply with health and safety requirements in management of this event.
5. To ensure sufficient funding for the Housing Revenue Account in 2020/21.
6. To comply with social housing rents guidance.
7. To be consistent with the other council house stock.
8. To ensure the correct alignment of costs and service charges for tenants in accordance with best practice.
9. So that shop rents follow the assessment and guidance provided by the Valuation Office.

10. To increase the rent generated for garages in line with the guidance from the Valuation Office.
11. So that there is sufficient recovery of the costs associated with operating the leasehold flat and shop services.
12. So that there is sufficient recovery of the costs associated with operating the Lifeline service.
13. To comply with the requirements of the Local Government Finance Act 1992.
14. To update the budget report in line with final settlement figures once these are received.

80. CAPITAL STRATEGY, TREASURY MANAGEMENT STRATEGY STATEMENT, ANNUAL INVESTMENT STRATEGY AND MINIMUM REVENUE PROVISION POLICY 2020/21

Considered, a report of the Head of Finance and Property Services to consider a Capital Strategy, the Treasury Management Strategy Statement, the Annual Investment Strategy and Minimum Revenue Provision (MRP) Policy for 2020/21, together with changes to the Council's Financial Regulations and other elements of the Constitution necessary to enable delivery of the Investment Strategy, for recommendation to Council (item 8 on the agenda filed with these minutes).

The Strategic Director of Corporate Services and the Head of Finance and Property Services assisted with consideration of the report. In response to questions and comments regarding proposed commercial property investment, a report would be submitted to the next meeting of the Cabinet detailing the proposed approach, including process and due diligence arrangements.

**RESOLVED**

1. that the Capital Strategy, as set out at Appendix A to the report of the Head of Finance and Property Services, be approved and **recommended to Council**;
2. that the Treasury Management Strategy Statement, Annual Investment Strategy and Minimum Revenue Provision Policy, as shown at Appendix B to the report of the Head of Finance and Property Services, be approved and **recommended to Council**;
3. that the Prudential and Treasury Indicators, also set out in Appendix B to the report of the Head of Finance and Property Services, be approved and **recommended to Council**;
4. that the proposed changes to the Constitution, as set out in Appendix C to the report of the Head of Finance and Property Services, be approved and **recommended to Council**, with effect from 1st March 2020;



5. that the Environmental services fleet (due for renewal in June 2020) is funded in the most financially advantageous way, having regard to the financial resources available to the Council at that time.

#### Reasons

1. To enable the Council to comply with the statutory code of practice issued by CIPFA: 'The Prudential Code for Capital Finance in Local Authorities, 2017 Edition'.
2. To ensure that the Council's governance and management procedures for Treasury Management reflect best practice and comply with the CIPFA Treasury Management in the Public Services Code of Practice, Guidance Notes and Treasury Management Policy Statement.
3. To ensure that funding of capital expenditure is taken within the totality of the Council's financial position and that borrowing and investment is only carried out with proper regard to the Prudential Code for Capital Finance in Local Authorities.
4. To enable the efficient and timely execution of the Investment Strategy incorporated within the overall Capital Strategy.
5. To supersede Cabinet resolution of 13th September 2018 relating to the financing of the Environmental Services fleet (Minute 29.4 refers) and allow more advantageous methods of financing the fleet to be adopted.

#### 81. NEW CAPITAL PLAN 2020-21 TO 2022-23

Considered, a report of the Head of Finance and Property Services to consider a new Capital Plan 2020/21 to 2022/23 and sources of funding, for recommendation to Council (item 9 on the agenda filed with these minutes).

The Head of Finance and Property Services assisted with consideration of the report.

**RESOLVED** that the new Capital Plan for 2020/21 to 2022/23 for the General Fund and HRA schemes, set out in Appendix 1 to the report of the Head of Finance and Property Services, is approved and **recommended to Council**.

#### Reason

The new Capital Plan becomes the basis for capital spending by the Council for the next 3 years.

#### 82. INSURANCE ARRANGEMENTS

This item was withdrawn.

#### 83. STRATEGIC RISK REGISTER 2020/21

Considered, a report of the Head of Strategic Support to consider an updated Strategic Risk Register (item 11 on the agenda filed with these minutes).

The Head of Strategic Support assisted with consideration of the report. In response to questions regarding business continuity should the Council be unable to hold meetings and take decisions in person (for example, due to restrictions that could be required to address a public health matter), the Head of Strategic Support would look into the matter and provide a response to members of the Cabinet.

## **RESOLVED**

1. that the draft Strategic Risk Register for 2020/21 as set out in the Appendix to the report of the Head of Strategic Support is adopted, and that the Audit Committee monitor progress against those risks on the register by receiving quarterly monitoring reports;
2. that authority is delegated to the Head of Strategic Support to make amendments to the risk register where required, in consultation with the relevant risk owner and Cabinet Lead Member.

### Reasons

1. To ensure that the most significant risks to the Council achieving its objectives are identified and actively managed.
2. To ensure that the Strategic Risk Register is kept up to date and relevant.

## 84. REGULATION OF INVESTIGATORY POWERS ACT - POLICY AND REVIEW OF USE DURING 2019

Considered, a report of the Head of Strategic Support to consider a Regulation of Investigatory Powers Act (also known as RIPA, or the 2000 Act) Policy, and a summary of the use of RIPA during 2019 (item 12 on the agenda filed with these minutes).

The Head of Strategic Support assisted with consideration of the report.

## **RESOLVED**

1. that it be noted that there has been no use of RIPA by the Council during the calendar year 2019;
2. that the Audit Committee be requested to continue its responsibility for receiving a quarterly report on the use of RIPA, and to report to Cabinet any concerns arising from those reports that may indicate that the use of RIPA is not consistent with the Policy or that the Policy may not be fit for purpose;
3. that the RIPA Policy Statement, attached as an appendix to the report of the Head of Strategic Support, be approved with no amendments required.

## Reasons

1. To ensure compliance with the requirements of the Home Office's current 'Code of Practice – Covert Surveillance and Property Interference' relating to the involvement of elected Members in approving the RIPA policy and reviewing the Council's use of RIPA on at least an annual basis.
2. To ensure compliance with the requirements of the Home Office's latest 'Code of Practice – Covert Surveillance and Property Interference' relating to elected Members considering reports on the use of RIPA on at least a quarterly basis to ensure that it is being used consistently with the policy and the policy remains fit for purpose.
3. To ensure that the Council's RIPA Policy Statement remains up to date and consistent with the relevant legislation and codes of practice.

## NOTES:

1. The decisions in these minutes not in the form of recommendations to Council will come into effect at noon on 21st February 2020 unless called in under Scrutiny Committee Procedure Rule 11.7. Decisions in the form of recommendations to Council are not subject to call in.
2. No reference may be made to these minutes at the Council meeting on 27th April 2020 unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on 21st February 2020.
3. These minutes are subject to confirmation as a correct record at the next meeting of the Cabinet.

## CABINET - 12TH MARCH 2020

### Report of the Strategic Director of Corporate Services

Lead Member: Councillor Morgan

#### Part A

#### ITEM 6     APPROACH TO COMMERCIALISATION

##### Purpose of Report

This report sets out the Council's approach to commercialisation and proposed commercial activities in the light of the financial challenges set out within the latest version of the Medium Term Financial Strategy, the aspiration of developing a commercial investment property portfolio outlined within the Capital Strategy, and a general recognition that an increased focus on commercialisation is necessary as part of a wider strategy to protect and enhance front-line services as far as possible and proportionate.

##### Recommendations

That Cabinet:

1. Note the plan to recruit an additional member of staff at Director level (to be known as the **Strategic Director of Commercial Development**) to support the Council's commercialisation agenda and in particular, the process of identifying, evaluating and acquiring commercial investment property.
2. Approve funding of up to £100,000 from the Reinvestment Reserve to fund the salary of the additional Director.
3. Approve the proposed checklist and process steps for the evaluation and acquisition of commercial investment properties, as set out at Appendices A and B.
4. Give delegated authority to the Strategic Director of Corporate Services and the Strategic Director of Commercial Development, in conjunction with the Leader, to make minor amendments to the above process as deemed required and appropriate.
5. Note other actions the Council intends to take to support its commercialisation agenda as outlined in Part B of this report.

## Reasons

1. To ensure that Cabinet are aware of changes to the Council's establishment and the additional resources being directed at the commercialisation agenda.
2. To fund the costs arising from the recruitment of the additional Director for a restricted time period until costs incurred are offset by additional revenues generated from new commercial activity.
3. To provide assurance to Cabinet on the level of due diligence and decision-making control that will be introduced in the evaluation and acquisition of commercial investment properties.
4. To allow minor process refinements to be implemented efficiently in the light of experience.
5. To make Cabinet aware of the actions the Council intends to take to support its commercialisation agenda.

## Policy Justification and Previous Decisions

Generally, this decision would fall under the existing Corporate Plan objectives of 'Delivering Excellent Services'.

Specific decisions and other reports relevant to this paper are as outlined above:

- Approval of the Medium Term Financial Strategy 2020-2023 (Council 20 January 2020, minute 84.2 refers)
- Approval of the Capital Strategy 2020-2023 (Recommended to Council by Cabinet 13 February 2020; scheduled for Council 27 April 2020)
- The new Corporate Strategy 2020-2024 approved by Council on the 24<sup>th</sup> February 2020 includes specific references to commercialisation and commercial property

## Implementation Timetable including Future Decisions and Scrutiny

The decisions above and associated actions will come into effect immediately (subject to Call-in).

This report is available for consideration by the Scrutiny Commission in accordance with standard Council processes.

## Report Implications

The following implications have been identified for this report.

### *Financial Implications*

This report assumes the use of Reinvestment Reserve funding of up to £100,000 to cover the salary of the new Director post in financial year 2020/21.

In subsequent years it is assumed that the additional cost will be covered by additional revenues generated from new commercial activity and that this will be reflected in the budgets for future financial years.

### *Risk Management*

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Overall</b>	<b>Mitigation</b>
Additional revenues generated by commercial activity is not sufficient to justify the new Director salary costs.	Unlikely (2)	Significant (2)	Low (4)	1. Additional costs and revenues will be closely monitored through budgetary and revenue monitoring processes to ensure the new Director post justifies ongoing funding.  2. Should the new post not justify ongoing additional funding then the organisational structure will be reconsidered on a timely basis.

Key Decision:

No

Background Papers:

Medium Term Financial Strategy 2020 – 2023  
(Council report of 20 January 2020)

Capita Strategy 2020/21 (Council report of 24  
February 2020)

Job Profile of the Strategic Director of Commercial  
Development

Officers to contact:

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Strategic Director of Corporate Services  
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Rob Mitchell

Chief Executive

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## Part B

### Background

#### *Financial landscape*

The latest version of the Medium Term Financial Strategy (MTFS) sets out the projected financial challenges for the financial years 2020/21 to 2022/23 inclusive for the Council's general fund. The MTFS projections suggested that some £6m of reserves would be required to support the general fund budget at existing rates of expenditure, leading to the conclusion that this was not sustainable in the medium and longer term, and that therefore steps must be taken to address the projected funding shortfalls.

In response to the financial challenges, the MTFS and the latest iteration of the Council's Capital Strategy (Capital Strategy 2020/21, due to be approved at the Council of 24 February 2020), both identify commercialisation, and in particular the generation of income through investment in commercial property, as a principal mitigation approach that the Council intends to adopt. Given the scale of likely funding shortfalls (maybe of the order of £3m in 2022/23) it is clear that commercial income must be generated in both a timely manner, and at a quantum that will provide significant support to general fund budgets.

#### *Prioritising commercial activities*

There are in theory a wide range of commercial investments that the Council could make, some of which may be more appropriate than others.

The Council's overarching objective is to provide public services in line with its duties and powers as a district council to the residents of Charnwood. Commercial activities are undertaken with a view to supporting this objective, and in particular, to supplement the Council's revenue streams in order that services to the public may be enhanced or maintained as far as possible. The latest version of the Medium Term Financial Strategy (referred to above) set out the likely scale and timing of financial challenges facing the Council in the short and medium term. Although the precise quantum and timing of these challenges is inevitably somewhat speculative it is clear that if commercial activities are to contribute significantly to their mitigation then:

- Income needs to be achievable at a scale that makes a difference

- Income needs to come on stream at significant scale within a relatively short time (realistically within the 2020/21 financial year)

There are also other factors relating to risk, opportunities, and the internal skills and capacity available to the Council. Taking into account these factors, and the requirement for commercial income to be achievable at scale and in the short term, allowed the following criteria to be derived when assessing potential commercial opportunities.

*Criteria for considering the range of commercial opportunities*

1. Can income be generated at scale?
2. Can income streams be developed (at scale) within the next financial year?
3. Can the income streams be delivered with relative certainty?
4. Are there significant financial risks associated with the opportunity?
5. Is there a track record within the Council – or other local authorities – which demonstrate the opportunity is viable?
6. Does the Council have any commercial advantage in addressing an opportunity compared to the private sector (or – potentially – neighbouring local authorities or other public bodies)?
7. (Conversely) is the Council at a commercial disadvantage compared to existing players in the market who may have existing brands, infrastructure or track record of service delivery?
8. Could the private sector respond to the Council entering the market by competing aggressively – eg. through price competition - such that an initial or extended period of trading losses might ensue?
9. Does the Commercial opportunity come with significant legal or regulatory risk?
10. Does the Council have skills and capacity within the existing workforce that enable the delivery of the commercial opportunity?
11. Could the Council easily access skills and capacity from the employment / interim / consultancy markets that enable the delivery of the commercial opportunity?
12. Are there political or ethical reasons which may constrain the Council's ability to provide services on a commercial basis?

Other factors may also be considered depending on the specific opportunity being assessed.

Based on experience from other local authorities, commercial property investment was identified as a type of activity that would meet the above criteria, with the assessment set out below.



*Commercial property investment – assessment against commercial opportunity criteria*

	<b>Criteria</b>	<b>Comments</b>	<b>RAG rating</b>
1	Can income be generated at scale?	Yes (assuming that sufficient investment funding is made available)	<b>G</b>
2	Can income streams be developed (at scale) within the next financial year?	Yes – if properties are acquired with an existing tenant (as is envisaged) then income streams commence immediately	<b>G</b>
3	Can the income streams be delivered with relative certainty?	Yes – these can be calculated with reference to existing tenants	<b>G</b>
4	Are there significant financial risks associated with the opportunity?	Yes – in that the level of investment required is substantial and there are no guarantees in respect of ongoing income  However – although losses are possible (and we would expect to minimise these through due diligence and appropriate professional advice) it is unlikely that a large proportion of an individual investment would be lost as investment is in an underlying physical asset (in contrast to many financial instruments)  Going forward the risk of losses on individual properties is mitigated as the overall portfolio of investment properties increases	<b>A</b>
5	Is there a track record within the Council – or other local authorities – which demonstrate the opportunity is viable?	Yes – a large number of local authorities have successfully developed commercial property portfolios	<b>G</b>
6	Does the Council have any commercial advantage in addressing an opportunity compared to the private sector (or – potentially – neighbouring local authorities or other public bodies)?	Yes – compared to the private sector the Council has a lower cost of capital (which can be demonstrated by the Council's ability to access funding through the Public Works Loan Board)	<b>G</b>
7	Is the Council at a commercial disadvantage compared to existing players in the market who may have existing brands, infrastructure or track record of service delivery?	The Council will need to develop a track record with agents and prospective vendors of completing major transactions but the track record of other local authorities does suggest that this issue is not insurmountable	<b>G</b>
8	Could the private sector respond to the Council entering the market by competing aggressively such that an initial or extended period of trading losses might ensue?	Not considered a significant issue – in the short term income is protected through the tenancy agreement	<b>G</b>
9	Does the Commercial opportunity come with significant legal or regulatory risk?	The Council will need to clear as to the legal basis on which proper is being acquired but this is an issue managed by other local authorities	<b>G</b>
10	Does the Council have skills and capacity within the existing workforce that enable the delivery of the commercial opportunity?	The Council has some skills but limited additional capacity outside current business as usual activity	<b>A</b>
11	Could the Council easily access skills and capacity from the employment / interim / consultancy markets that enable the delivery of the commercial opportunity?	We believe that skills and capacity can be acquired externally (and some has already been accessed)	<b>G</b>
12	Are there political or ethical reasons which may constrain the Council's ability to provide services on a commercial basis?	Not considered a significant issue – although tenant business activity will need to be considered as part of the due diligence within the acquisition process	<b>G</b>

Based on the above it was concluded that investment in commercial property is an appropriate initial approach in respect of commercial income generation.

This does not preclude other commercial activity, and the Council remains open to superior opportunities identified, but does reflect that the Council's internal capacity to pursue other opportunities is limited.

### *Skills and capacity*

When entering into new forms of activity generally, and specifically, in respect of commercial activities and investment in commercial property, having the skills and capacity to undertake that activity successfully maximises the chances of success and minimises the risks involved.

It is apparent that whilst the Council has some capability within the existing establishment it does not possess the core skills and experience required for the identification and evaluation of commercial property investment opportunities, and certainly does not have the capacity to generate an income-generating commercial property portfolio, or develop other income generating commercial opportunities at the scale or pace required given the financial challenges faced by the Council. It is also worth noting that the current draft budget for 2020/21 and MTFS projections for 2021/22 and 2022/23 assume additional income generation from commercial property investment of £150,000, £150,000 and £300,000 respectively, and without additional resource generating even these relatively modest sums would prove challenging.

In considering in more detail the type of skills required, and the role that is required within the Council, it is clear that:

- The skills are 'high value' within the employment market – meaning that a relatively high salary will be required to attract a suitable candidate
- The role would need to be one which is senior within the staffing structure as it will require a natural gravitas to provide assurance to members and senior colleagues as the Council develops this new activity

The Job Profile has been developed for the new role with these factors in mind and has been evaluated in line with the Council's standard process. The job has been graded at JNC D, which is a Director level role, covering Scale Points 62 to 65 (thereby attracting a salary at 2019/20 rates in the range £67,326 to £72,373).

The Job Profile for the new Director is designed to have a strategic income generation role with a relatively light involvement in existing functional and operational matters. However, it has been considered appropriate to brigade the Council's existing property and procurement teams (currently forming part of the Finance & Property Service) within the new Directorate as existing capability within these teams will be required to support the expanded commercialisation agenda, which in addition to commercial property investment will (amongst other matters) also cover potential opportunities within the Council's existing asset portfolio and seek to maximise cost savings through procurement processes. An informal consultation with employees affected by the change in reporting lines has already taken place.

The creation of the new role and the other related changes to the establishment can be completed under existing delegated authority given to the Chief Executive in his role as head of paid service.

In future, as is the case for all Directorates and Services, the new structure may subsequently evolve but at present all that is envisaged is a change in reporting lines.

#### *Financing the new Director post*

It is ultimately envisaged that the additional cost arising from the new appointment will be covered by additional revenues generated from new commercial activity and that this will be reflected in the budgets for future financial years. However, in the initial phase of the new structure it is inevitable that costs will be incurred until the anticipated additional revenue comes on stream. It is therefore proposed that Reinvestment Reserve funding covering up to one-year's salary of the new role (£100,000 including on-costs) will be made available to cover these costs.

#### *Evaluating the risk of commercial investment property acquisitions*

There is no doubt that there is risk involved in investing in commercial property and this can never be totally eliminated. There are case studies noted in the media where local authorities have invested extremely large amounts in relation to their size, or have made poor investment choices. In reality, these decisions number far fewer than successful decisions, despite their prominence. Normally, an element of confidentiality will apply to this activity; transparency is encouraged but not to the extent of overt press releases or social media announcements particularly during the commercial negotiations.

Other local authorities who have proved very successful in developing their commercial property portfolios, including some of those neighbouring Charnwood, such as Rushcliffe and Ashfield. Key to this success is possessing the right skills and experience, as discussed previously in this report. This is not only in the purchase of the properties but also the ongoing management of the portfolio.

#### *Summary of initial evaluation checks and subsequent acquisition process for commercial property*

Every active investment entity (public or private) will have a strategy guiding their purchase decisions. Within this strategy, there will be a set of red-line criteria that should guide the selection of investment opportunities. While some Local Authorities use a grading system/matrix to evaluate opportunities, these can cloud judgement and incorrectly assess the appropriateness of an investment opportunity. It is proposed that the Council would adopt a set of binary choice criteria (Yes/No) in the initial evaluation – if these conditions are not satisfied, the opportunity should not be examined further. The purpose of these criteria are to mitigate risk by ensuring that the most fundamental

aspects are agreeable upfront and will not put the Council at unnecessary risk in the short, medium or long term. These criteria are:

1. Is the property single-let (i.e. one tenant in occupation) or let to a small number of tenants only (a small number of multiple tenants may be acceptable in the case of, say, an attractive office block opportunity)?
2. Is the tenant financially strong and stable as determined by an independent market assessor, such as Dun & Bradstreet?
3. Is the lease for the property full repairing and insuring, with clear and distinct obligations on the part of the tenant?
4. Does the financial model and cashflow appraisal of the investment meet the net return target within 0.5% less at a minimum? (*With a net return target of 3.5%, this would be 3.0%*)

If the answer to these four questions is “yes”, then appraisal of the opportunity should continue. The criteria mitigate/eliminate large swathes of risk in commercial property investment, and they will naturally narrow down options to those that are highly sought after.

In addition to the above, more detailed evaluation criteria are applied to each opportunity on a case by case basis, such as location, tenure, condition and rent reviews.

Further details of the initial evaluation criteria and assessment approach are set out in the checklist at Appendix A.

In the event that a successful opportunity presents itself, having satisfied the criteria, further due diligence is undertaken:

- Detailed research is conducted on the tenant, their market, their business, any financial pressures or advantages and performance (this will include an assessment of any moral or ethical issues)
- Legal and Surveying experts review the lease and title to determine obligations, rights, risks and opportunities.
- A property inspection is undertaken to both view the building and its location/condition, but also to speak with the tenant’s senior management to pose questions or verify findings of the tenant research conducted earlier.

If the outcomes of this exercise are again satisfactory, a report is compiled and presented for discussion with Senior Officers (i.e. the Head of Paid Service, The Section 151 Officer and the Monitoring Officer the Strategic Director of Commercial Development and others as appropriate). During this discussion, findings are presented and identification of further risks or concerns takes places. This process will repeat until no further risks are found, all risks have been mitigated as much as possible and the senior officers believe the opportunity presents a good investment.

If the stage is successful, Members are presented with the opportunity and briefed with the updated report. The same critical review process noted with officers is repeated to allow the Leader/Deputy Leader to arrive at a considered decision whether to bid for the property.

If satisfied, authorisation to bid is sought from the Leader/Deputy leader. If granted, a bid is prepared, based on the financial modelling undertaken in the first instance. Parameters including price ceilings are established and the overall bid strategy is discussed. A formal bid will then be submitted.

If a bid is accepted, further due diligence is undertaken:

- Surveys of the property are commissioned of external experts to provide Building Inspection Reports, Building Reinstatement Valuation, Environmental Surveys and Measured Survey and others as appropriate.
- Solicitors are engaged to undertake the due diligence of the legal pack (to include searches, enquiries, contract negotiation, statutory compliance checks) and conveyancing.

If at any point issues or elements of the opportunity are uncovered that cannot be resolved or run contrary to the Council's ethics, values or abilities, the acquisition will be abandoned. Officers will comment on any ethical considerations and issues identified as part of the report to the Leader / Deputy Leader.

These processes have been successfully implemented by other local authorities and which we believe can be easily adapted for use within the Council. Drawing on the experience of other local authorities a list of process steps, has been developed in line with the principles above and attached as Appendix B.

In the course of Charnwood experience, custom and practice may develop (for example in the list of appropriate attendees at decision-making stages) so this report recommends delegated authority for the Strategic Director of Corporate Services or Strategic Director of Commercial Development, in conjunction with the Leader, to make minor amendments to the evaluation checklist and acquisition process as deemed required and appropriate.

### *Governance versus process*

In strict governance terms, following the approval of changes to the Council's financial regulations at Council (24 February 2020), the decision to purchase a commercial property can (and can only) be delegated to an individual Member. The decision record – which will be in the format of a standard Delegated Decision – will therefore record the approval of either the Leader, or Deputy Leader, to whom decision making authority will be delegated.

However, recognising the potential significance of commercial property transactions, the acquisition process requires that a decision making group will be convened that

will include two Cabinet Members, at least one of whom must be either the Leader and Deputy. In general this will comprise of the Leader and Deputy but in the case where one is unavailable then an additional cabinet member will be invited to attend. As noted above, this decision-making group will usually also include the Head of Paid Service, Section 151 Officer, Monitoring Office, and Strategic Director of Commercial Development, and be furnished with relevant appraisals and the results of due diligence work. A record of the meeting and supporting documents will be retained on file to provide an audit trail and enable Scrutiny and Audit to review completed transactions.

#### *Interim arrangements*

The Council may wish to progress commercial property investment opportunities prior to the appointment of the Strategic Director of Commercial Development. In this interim period the Council will obtain professional advice from Ashfield District Council that will fill shortfalls in skills and capacity and the formal responsibilities of the Strategic Director of Commercial Development referenced in the process steps within this report and appendices will be undertaken by the Strategic Director of Corporate Services.

#### *Other commercial activity planned*

Other activity will be directed through the Commercial and Enterprise Board which has objectives to develop and implement a commercial enterprise strategy covering commercial property investment, reviews of assets and fees and charges and options around opportunities to invest in residential developments. It is also envisaged that actions will include training for existing staff to develop commercial awareness and skills across all areas of the Council.

#### Appendices

Appendix A – Commercial investment property- opportunity evaluation checklist

Appendix B – Commercial investment property evaluation and completion process

# **APPENDIX A**

## **INVESTMENT PROPERTY OPPORTUNITY EVALUATION CHECKLIST**

**Version 1.0  
28 February 2020**

Initial draft: February 2020

### *Initial binary choice criteria*

It is proposed that the Council would adopt a set of binary choice criteria (Yes/No) in the initial evaluation – if these conditions are not satisfied, the opportunity should not be examined further. The purpose of these criteria are to mitigate risk by ensuring that the most fundamental aspects are agreeable upfront and will not put the Council at unnecessary risk in the short, medium or long term. These criteria are:

1. Is the property single-let (i.e. one tenant in occupation) or let to a small number of tenants only (a small number of multiple tenants may be acceptable in the case of, say, an attractive office block opportunity)?
2. Is the tenant financially strong and stable as determined by an independent market assessor, such as Dun & Bradstreet?
3. Is the lease for the property full repairing and insuring, with clear and distinct obligations on the part of the tenant?
4. Does the financial model and cashflow appraisal of the investment meet the net return target within 0.5% less at a minimum? (*With a net return target of 3.5%, this would be 3.0%*)

If the answer to these four questions is “yes”, then appraisal of the opportunity should continue. The criteria mitigate/eliminate large swathes of risk in commercial property investment, and they will naturally narrow down options to those that are highly sought after.

In addition to the above, more detailed evaluation criteria are applied to each opportunity on a case by case basis. These are set out in the matrix below.



Criteria	Excellent	Very Good	Good	Marginal	Poor	Actual/Notes	Comments or Definitions	Scoring out of	Scoring Actual
Location	Major Prime	Macro Prime	Major Secondary	Macro Secondary	Tertiary			20	
Tenant Covenant (D&B Rating)	FS: 5A-4A Risk: 1	FS: 3A-2A Risk:1	FS: 1A Risk 1	FS: A Risk: 2	FS: B-H Risk: >2			10	
Rent Reviews	Upward Only - Index linked	Upward Only - Index linked, Collar & Cap	Open Market (Upward only)	Fixed	Turnover rents			10	
Break Clauses	None	15 years til break	10 Years until break	5 years until break	< 5 years			10	
Lease Length	15+ years	15 to 10 years	10 to 7 years	7 to 5 years	< 5 Years			10	
Tenure	Freehold		Long Leasehold (125 Year Min) & Peppercorn	Long Leasehold (80-125 Years) & Peppercorn or annual rents less than £1000	Leasehold (50-80 Years) or annual rents more than £1000			10	
Net Yield (%)	5%+	5% to 4%	4% to 3.5%	3.5% to 2.5%	<2.5%			10	
Age/State of Repair	New & Well Built	New & Small Refurbish	Old and No Works Needed	??	Old & Needs Repair or Chance of Further issues			4	
Survey results of BIR	All green	All green with less than 5% Yellow	All green with less than 15% Yellow	As good with no more than 3% Red	More than 7% Red			4	
EPC	A-B	C	D	E	F-G			4	
Estimated Planned/Preventative Maintenance	Full Repair and Insuring			Internal Repairing Only (Recoverable)	Landlord Repairs			4	
Future Lettability and Alternative Use	Re-let			Re-let or redevelopment	Limited			4	

Note issues relating to moral or ethical issues will be considered during the process but have not be established as a scoring mechanism.

# **APPENDIX B**

## **INVESTMENT PROPERTY ACQUISITION PROCESS**

**Version 1.0  
28 February 2020**

Initial draft: February 2020

## Process and Responsibilities for Commercial Property Investment

As a process, the investment portfolio will require work from various services within Charnwood Borough Council due to the complex nature of property selection, evaluation and acquisition. Adhering to this process will minimise risk and ensure adherence to Statute and the Prudential Code.

This document should be read alongside the Investment Property Acquisition process map found at the end of this document.

### Stage 1 – Identification Stage

Stage 1 may be repeated several times in identifying suitable properties for purchase. The steps required help to ensure that only suitable properties are brought forward as potential investments. The due diligence undertaken here includes, and is not limited to, the tenant covenant, location, the overall market, assessment of risks and the details within the lease.

Step	Element	Document(s) Involved	Responsibility
1	<b>Opportunity identified</b> - This can be either by way of direct research by Charnwood employees or by outside approach from agents. Once a property is identified, an initial financial investment model is produced to determine if the minimum income target can be met.	<ul style="list-style-type: none"> <li>Property Brochure</li> </ul>	Strategic Director of Commercial Development
2	<b>Min NIY possible?</b> - The initial financial appraisal outlines the yield that would be obtained with the target of achieving at least 3.5% net initial yield (NIY). All evaluation is done on the basis of external borrowing from the PWLB at the rates current on the given day.	<ul style="list-style-type: none"> <li>Financial appraisal</li> </ul>	Strategic Director of Commercial Development
3	<b>Collate available documents and send to finance and legal</b> – Title(s) and Lease(s) may not be available in the first instance for every opportunity.	<ul style="list-style-type: none"> <li>Brochure</li> <li>Financial appraisal</li> <li>Dunn and Bradstreet reports</li> <li>Titles and Leases</li> </ul>	Strategic Director of Commercial Development
4a	<b>Preliminary Finance due diligence</b> – Finance will examine the appraisal and credit reports to determine if there is any reason not to proceed; these reasons will be documented and circulated.	<ul style="list-style-type: none"> <li>Record of issues (email or otherwise)</li> </ul>	Head of Financial Services
4b	<b>Preliminary Legal due diligence</b> – Legal will examine the available documents (and undertake their own research) to determine if there is any reason not to proceed; these reasons will be documented and circulated.	<ul style="list-style-type: none"> <li>Record of issues (email or otherwise)</li> </ul>	Legal Services Manager
5	<b>Inspect Property</b> – Officers will undertake a visual inspection of the property and surrounding area. This	N/A	Strategic Director of

Step	Element	Document(s) Involved	Responsibility
	inspection informs the creation of the Briefing note and the Evaluation Matrix.		Commercial Development
6	<b>Appraise property against matrix and write briefing note</b> – Taking feedback received from Legal and Finance in conjunction with other sources, the Briefing note and risk assessment are completed and the Evaluation matrix is completed. These documents encapsulate the meaningful aspects of the work thus far and are prepared in order to submit the property for consideration by the Leader / Deputy Leader.	<ul style="list-style-type: none"> <li>• Briefing note</li> <li>• Evaluation Matrix</li> </ul>	Strategic Director of Commercial Development
7	<b>Meet with leadership to present and obtain authority to make and offer</b> – a meeting will held to table the property as an option and discuss the findings of work to date. Normal attendees (at a minimum) are The Chief Executive Officer, the SD Commercial Development, SD Corporate Services and Monitoring officer. After the meeting, and if agreed, the Leader will formally give approval to offer on the property. A maximum offer is approved after discussion; although opening offers are always placed below.	<ul style="list-style-type: none"> <li>• Authority to bid</li> </ul>	Strategic Director of Commercial Development
8	<b>Place offer</b> – After receiving approval, offer letters are drafted, approved and submitted to the vendor’s agent. The offer letter contains Charnwood’s offer and terms, such as: <ul style="list-style-type: none"> <li>• The proposed time for signed Decision Records, surveys, completion</li> <li>• Conditions to be included in the Heads of Terms (HoT), such as receipt of a full legal pack before the process starts.</li> <li>• Exclusivity from agreed HoT.</li> </ul> An accepted offer is notified normally by telephone and is followed by receipt of an email with Draft HoT attached.	<ul style="list-style-type: none"> <li>• Offer letter</li> </ul>	Strategic Director of Commercial Development

**Stage 2- Conveyancing Stage**

This stage begins once a bid has been accepted for an investment property. The ongoing due diligence in the first stage would also be brought forward to mitigate risks. Further analysis of the tenant, the building, the lease etc, are evaluated to ensure risk is mitigated.

Step	Action	Document(s) Involved	Responsibility
9	<p><b>Agree the Heads of Terms</b> – After reviewing the received Draft Heads of Terms and making any required amendments, the revised Heads of Terms are returned to the vendor’s agent. This process will repeat until both parties are satisfied that the Heads of Terms reflect the agreed position, at which point they are formally approved by both sides. These will then be sent to the SD Commercial Development and the Monitoring officer.</p>	Draft HOT	Strategic Director of Commercial Development
10	<p><b>Make contact with Vendor’s solicitors; receive and verify Legal pack</b> – Once received by Legal, the appointed solicitor will make contact with the Vendor’s solicitor via email or phone to indicate that they are representing Charnwood in the transaction. Charnwood Legal will provide the necessary details for receipt of the legal pack; upon receiving the Legal pack, the Charnwood’s solicitor will verify its contents and raise any queries with the other side’s solicitor whilst awaiting instructions from the Commercial Property team following a signed Decision Record from the Leader.</p>	N/A	Legal Services Manager
11a	<p><b>Instruct surveys (external)</b> – After agreeing Heads of Terms, quotes will be sought for conducting building surveys of the property in question. Generally, the property brochure provided at the beginning of the process is provided to at least three Survey firms, with the deadline by which inspections and reports must be completed and received by Charnwood (this element of the process has a 10 working day time limit from the date of Agreed Heads of Terms being received). Quotes are generally received within 24 hrs and the quote that represents best value for money (taking price, quality and time into account) is selected.</p>	N/A	Strategic Director of Commercial Development
11b	<p><b>Write Urgency Notice / Report for the Delegated Decision Record</b>– An urgency notice is required for these transactions which must be signed by the Chair of the Scrutiny Committee. The Leader, or delegated person, is obligated to contact the Chair to explain the details of the transaction prior to gaining a signature. An urgency notice is required due to the Decision being Key and the constrained timeframe for the process to be completed.</p>	Urgency notice Decision Report draft	Strategic Director of Commercial Development

Step	Action	Document(s) Involved	Responsibility
	<p>The Report for the Delegated Decision Record is the briefing note written earlier with the addition of Recommendations, Implications, Reasons for Urgency, and Exemptions, as per the standard Charnwood report format. Once a draft is produced by the SD CD, it is circulated to Legal and Finance for review/amends until it is finally complete and approved by all parties.</p> <p>Then the Leader, Chief Exec and the SD CM and SD CS will meet to review the report and answer any remaining questions. Once the Leader is satisfied, the EDR is signed by the Leader and forwarded to Democratic Services, along with the report. A copy of both should also be supplied to Legal for the case file.</p>		
12a	<p><b>Notify other side of the DR</b> – Once the DR is signed, an email should be sent to the other side’s solicitor noting that the DR has been signed, meaning that the purchase is officially approved.</p>	N/A	Legal Services Manager
12b	<p><b>Instruct legal</b> – The Asset Manager will complete the official instructions for Legal to undertake the conveyancing process.</p>	N/A	Strategic Director of Commercial Development
13	<p><b>Conveyancing process</b> – The conveyancing process is distinctly different for every property purchase, given the unique circumstances that each purchase presents, though each has common activities, i.e. examining titles, searches and queries, contract/Lease examination and amendment, etc.</p>	N/A	Head of Financial Services
14	<p><b>Determine level of borrowing and source / Option to tax (if applicable)</b> – Finance will determine the level of borrowing need for the purchase as well as whether this should be internal or external borrowing. Finance work closely with their Treasury Management Advisers. They will seek advice to determine whether it is preferable to externally borrow now and risk the cost of carry i.e. interest payable being greater than the interest payable or whether it is best to borrow internally or temporarily if affordable.</p> <p>If the property is being sold as a Transfer of a Going Concern (TOGC), finance will complete a form to Opt to Tax the property (VAT 1614A). When granted by HMRC, VAT must be paid and passed to HMRC on rents, but VAT will not apply on the purchase of the property. If for whatever reason the purchase does not complete then this can be rescinded by simply informing the HMRC.</p>	N/A	Strategic Director Corporate Services

Step	Action	Document(s) Involved	Responsibility
15	<b>Arrange Insurance</b> – Once the Surveys have been returned, the values provided therein by the Surveyor will be passed to Finance to arrange appropriate insurance cover for the property, with the date of commencement to be the completion date.	N/A	Head of Financial Services
16	<b>Secure funds</b> – Having previously determined the source of funding, Finance will take steps to secure the funds in anticipation of making payment.	N/A	Head of Financial Services
17	<b>Transfer payment</b> – Once Legal is satisfied that completion can occur, the solicitor will notify Finance that the money can be transferred. Funds will be transferred <u>no later than 1700hrs on the day prior to completion</u> . Failure to meet this deadline risks incurring additional costs in penalties as noted in the sale contract.	N/A	Head of Financial Services
18	<b>Complete</b> – At the agreed date/time, Charnwood 's solicitor and the Vendor's Solicitor will carry out the completion process.	N/A	Legal Services Manager

### Stage 3 - Post-completion Stage

After completion, work remains to complete the entire process before day-to-day management begins.

Stage	Action	Document(s) Involved	Responsibility
19	<b>Post completion</b>	N/A	(Corporate Support)
20	<b>Authorise Stamp Duty payment to HMRC</b>	N/A	Strategic Director of Commercial Development
21	<b>Update Budget</b> – The budget will be updated at the next available opportunity to include the expected Rental Income, Minimum Revenue Provision and Interest Payable, if applicable.	N/A	Head of Financial Services
22	Present decision record to next available Council meeting.	Report	Strategic Director of Commercial Development

## CABINET - 12TH MARCH 2020

### Report of the Chief Executive Lead Member: Councillor Jonathan Morgan

#### Part A

#### ITEM 7 CORPORATE DELIVERY PLAN 2020-21

##### Purpose of Report

To propose the Council's Corporate Delivery Plan for 2020-21.

##### Recommendations

1. That the 2020-21 Corporate Delivery Plan, appended to this report, be approved.
2. That delegated authority be given to the Chief Executive, in consultation with the Leader, to make minor amendments to the Corporate Delivery Plan.

##### Reasons

1. To identify the Council's key activities and performance indicators for 2020-21 that support the objectives set out in the Corporate Strategy (2020-2024).
2. To allow minor corrections and amendments to be made in a timely manner prior to publication and throughout the 2020-21 Corporate Delivery Plan.

##### Policy Justification and Previous Decisions

Full Council approved the Corporate Strategy (2020-2024), on 24 February 2020, as the long term vision for Charnwood. The Corporate Strategy will act as a guide to the development of future corporate strategies and plans, and wider partnership working where appropriate.

This Corporate Delivery Plan is a one-year plan for 2020-21 which supports the delivery of the Corporate Strategy, by setting out both the key activities that services will undertake to deliver the objectives and the key corporate indicators that will be used to monitor progress.

This is the first Corporate Delivery Plan of the 2020-2024 Corporate Strategy.

##### Implementation Timetable including Future Decisions and Scrutiny

If approved the Corporate Delivery Plan will be published and made available to the public and staff.

The performance indicators set out in the Corporate Delivery Plan will be reported on quarterly to the relevant scrutiny committees and an annual report will be published.



## Report Implications

The following implications have been identified for this report.

### *Financial Implications*

The Corporate Delivery Plan 2020-21 will be funded within the financial strategy and budget approved by Council. At this stage, on the basis of the financial strategy, the Corporate Delivery Plan 2020-21 does not have any additional financial implications.

### *Risk Management*

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
Further reductions in funding or income over the lifetime of the Corporate Delivery Plan may result in objectives not being delivered, impacting on customers and leading to reputational damage to the Council.	Low (3)	Low (2)	Moderate (6)	The outcomes will be monitored operationally by the Senior Leadership Team and reviewed regularly in light of any potential funding changes.

### *Equality and Diversity*

An overarching Equality Impact Assessment has been undertaken on the Corporate Strategy (2020-24) to consider the overall impact on our communities. Subsequent Equality Impact Assessments will be undertaken on individual tasks and activities, if appropriate.

In supporting the Corporate Strategy (2020-24), the Corporate Delivery Plan 2020-21 has a strong focus on activities and performance indicators which support residents' priorities and those areas that the Council recognises as requiring additional support; therefore the Corporate Delivery Plan should be beneficial for many of those within the community who need us the most.

The overall impact of the Corporate Delivery Plan can be considered to be positive. However, it is important that as specific initiatives are undertaken to deliver the Corporate Delivery Plan that where appropriate they are assessed individually to ensure that the Council complies with its statutory duty to give due regard to the need to:

- eliminate discrimination, harassment and victimisation and other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.

- foster good relations between people who share a protected characteristic and those who do not.
- encourage participation by people with disabilities in public life and take account of the disabilities of individuals, even when that involves treating people with disabilities more favourably.

### *Crime and Disorder*

The Corporate Delivery Plan specifically covers crime and disorder under the second theme within the Plan, “Healthy Communities”. The theme features an objective to “continue to work with partners to make our towns and villages safer places to live, work and visit”. This objective in particular will focus on the work the Council will be doing to reduce anti-social behaviour, reduce burglaries and reduce re-offending as well as reassuring residents and increasing confidence that effective action is being taken by the Council and its key partners in this area.

Key Decision: Yes

Background Papers: Cabinet, 16th January 2020, Item 8, Corporate Plan 2020-24

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## **Part B**

### Background

1. A Corporate Strategy for 2020-2024 was agreed by full Council on 24 February 2020. The Corporate Strategy was influenced by the priorities gathered from residents during consultation in autumn 2019.

### Development of the Corporate Delivery Plan & Strategic Direction

2. This Corporate Delivery Plan, which covers 2020-21, is first Plan of the new Corporate Strategy.
3. The Corporate Delivery Plan is structured in three parts: firstly, it includes an introduction from the Chief Executive and outlines the performance management framework at the council and the current financial statement; secondly, it outlines the activities and tasks which will support the objectives set out in the Council's Corporate Strategy; thirdly, it identifies key indicators which will monitor the Council's corporate performance.
4. Heads of Service completed the Corporate Delivery Plan by reviewing their existing activities and outlining the activities that they would be undertaking in the forthcoming year to support the objectives within the Corporate Strategy.
5. As this Corporate Delivery Plan only measures corporate initiatives, activities and indicators, each service area also produces an individual service plans and service indicators. Service plans will be primarily for the use of services to manage their activity on an ongoing basis. Activities which feature in the Corporate Delivery Plan will be outlined in greater detail in these service plans.
6. This Corporate Delivery Plan will be used by Directors and Elected Members to monitor progress and achievement against the activities, ensuring that activities are delivered, and targets are on track.
7. All activity which has been completed during the previous year (2019-20) will be captured in an Annual Report that will be published in summer 2020.
8. A strategic direction document has been developed which sets out the key operating principles the Council will adopt. It was developed following a workshop with Officers.
9. The document outlines how the Council aims to be one of the most effective, efficient and influential councils in the country.
10. In conjunction with the Corporate Strategy and Medium-Term Financial Strategy, this document will help the Council meet a range of challenges and shape the future direction.

### Annex

Appendix 1- Corporate Delivery Plan (2020-21)

Appendix 2- Strategic Direction Document (2020-2024)



**CHARNWOOD BOROUGH COUNCIL**

**CORPORATE DELIVERY PLAN  
2020-2021**

## Introduction from Chief Executive

Welcome to the Council's corporate delivery plan for 2020-21. This is the first year of our new corporate strategy and the first step towards becoming a more efficient, effective and dynamic organisation.

Over the corporate strategy period we will become a more digitally and commercially focused organisation. Our commercial investments will generate revenue as funding reduces from other sources reduce, thus helping to protect our services.

Our operating model will remain as a mixed model, using direct delivery, outsourcing and collaboration with partners, to make sure we are efficient and meeting our customers' needs.

The Council's workforce will become more agile, utilising technology to improve service delivery and maximise efficiency. Transformation will be critical to maintain outstanding services and value for money.

We will continue to lead our communities and grow our influence on a regional and national level. This will take leadership from all areas of the organisation.

The objectives in the corporate delivery plan will deliver meaningful improvements to our residents and they will be closely monitored to ensure success.

Our vision for the borough is clear – we want to care for the environment, create healthy communities and support a thriving economy.

This will be driven by an ambitious Council comprising of employees and members who are committed to making a difference to people's lives.

## Values

Underpinning all the council's activity is a set of values - employees and members will work together as one council, living and breathing these values:

- Pride in Charnwood - We take pride in our work and our borough and are ambitious for improvement
- Customer Focused - We listen to our customers and are focused on delivering excellent services
- Working Together - We work together with pace and positivity as one council and in partnership with others

## Performance Management Framework

Good business planning and effective performance management at the Council are strongly linked. Our strategic priorities and plans identify the objectives that we aim to deliver, and our performance management framework provides the mechanism for how the Council achieves these objectives and monitors progress.

The Corporate Strategy 2020-24 sets out what the Council will be doing over the next four years to make Charnwood a stronger and more vibrant place for people to live, work, visit and invest in.

The strategy is supported by this annual corporate delivery plan – this is a key document for recording how service areas and corporate activity will work to deliver the objectives of the strategy.

The corporate delivery plan will be monitored by the Senior Leadership Team (SLT), heads of service, scrutiny committees & Cabinet portfolio holders to ensure that progress is made against the objectives and that targets are on track and delivered.

All services contribute to the overall delivery of the corporate strategy. Therefore, each service area will also produce a service plan.

Individual performance reviews will also reflect the key themes and objectives of the corporate strategy and allow all staff to identify the importance of their role in delivering the strategy.

This is outlined in the diagram below;



Strategies are key to planning the direction of the council – these include the ICT Strategy, People Strategy and Equality, Diversity & Inclusion Strategy. Each strategy has an action plan and governance structure to ensure that the objectives are delivered.

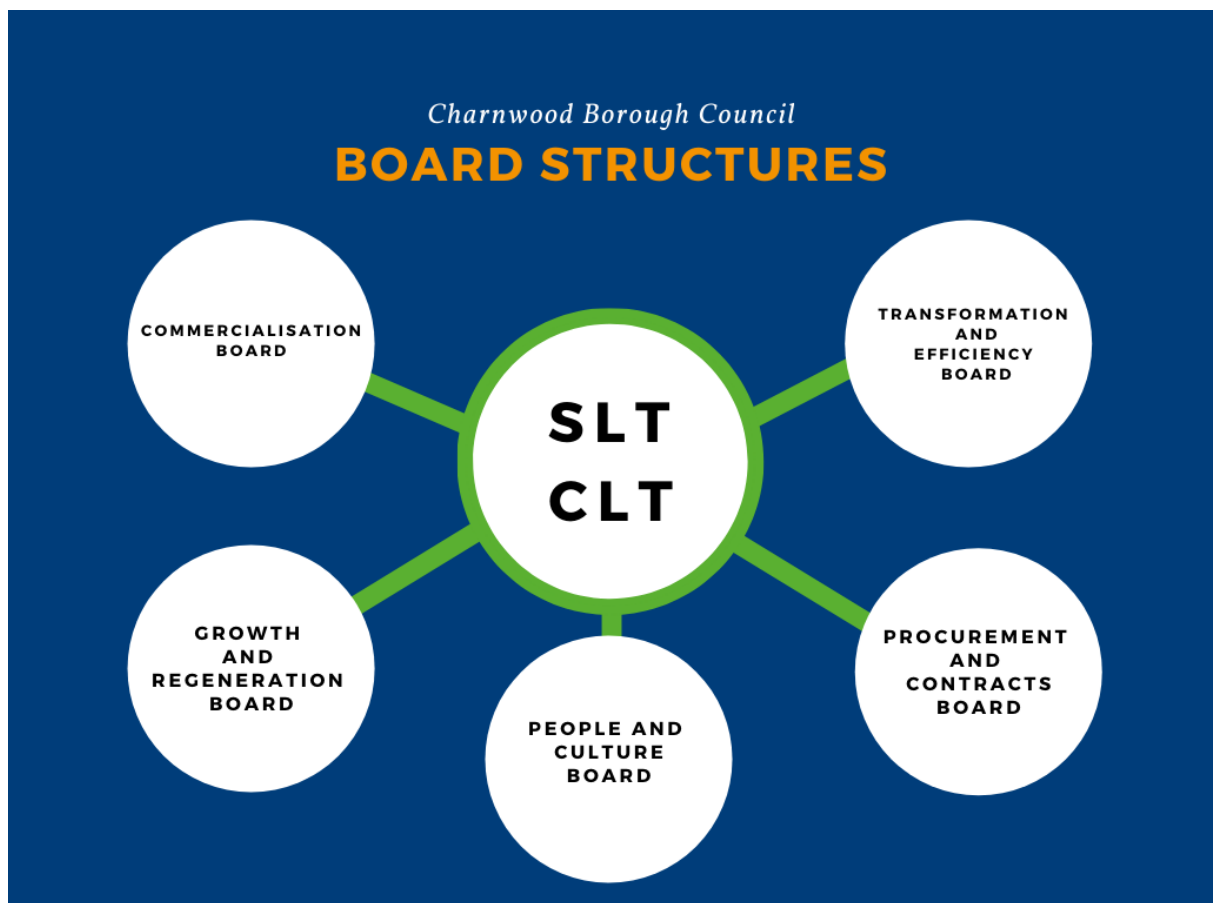
The council has pledged to be carbon neutral by 2030 – this will be a challenging target to meet. An ambitious plan has been developed in partnership with specialists for delivery over the forthcoming 10 years.

A range of delivery boards have been established which will drive forward progress and provide accountability to the Senior and Corporate Leadership teams (CLT).

The five delivery boards are;

- Transformation and Efficiency Board
- People and Culture Board
- Commercialisation Board
- Procurement and Contracts Board
- Growth and Regeneration Board

The boards are chaired by a member of SLT and the membership is drawn from SLT and CLT.



In addition, a strategic direction document has been developed which sets out the key operating principles the Council will adopt to achieve its objectives and deliver outstanding services for residents.

Every two years the Council will commission a survey of residents to determine their priorities and identify their views on a range of issues – the feedback will be built into the corporate strategy and associated delivery plan.

In order to validate continuous improvement, the council will invite the Local Government Association to undertake a Peer Challenge every four to five years.

### Financial Statement

Charnwood has an excellent track record for financial management which is something the organisation can be proud of.

However, we are facing more significant challenges in the years ahead. Central government funding is likely to reduce, adding significant pressure to maintain services at current levels.

For 2020-21 the budget is balanced and there is no immediate impact on services. However, that is based on using £1 million of reserves and making £370,000 in savings. This is not a sustainable model and therefore we must adapt. Acting now will minimise the impact on customers and employees in the future.

We have already started that process through our transformation and commercial agenda which will be critical to increasing revenue, maximising efficiencies and stabilising our future financial position.

Later this year the Government's Fair Funding Review should provide greater clarity about the longer-term funding of local government. We hope this means multi-year settlements which will help us plan with greater certainty for future years.

While we would certainly welcome this, we should still be aiming for a future where we are in much greater control of our income sources. This will be better for the organisation and the borough we serve.



# Caring for the environment

Corporate Strategy Outcome (2020-2024)	Corporate Delivery Plan Action (2020-2021)	Measurable Success Criteria	Lead Service	Start Date/ End Date		
<p><b>Climate Change:</b> Take action to become a carbon neutral organisation by 2030, to help tackle climate change.</p>	<p>Establish a strategic approach to reducing carbon emissions from the Councils operations and where appropriate identify opportunities to tackle climate change.</p>	<p>Develop a strategy for the delivery of projects to achieve net biodiversity gain and a system to manage financial contributions received from developments.</p>	<p>Final Strategy approved by December 2020.</p>	<p><b>Planning &amp; Regeneration</b></p>	<p>Qtr.1</p>	<p>Qtr.3</p>
		<p>Undertake viability assessments for all replacement vehicles and purchase zero emission vehicles if viability test is passed.</p>	<p>Reduction in the amount of carbon generated from the council's fleet from a baseline as at 31<sup>st</sup> March 2020.</p>	<p><b>Cleansing &amp; Open Spaces</b></p>	<p>Qtr.1</p>	<p>Qtr.4</p>
		<p>Undertake a feasibility study and develop a plan for installation of electric vehicle charging points within the Council's main car parks across the Borough.</p>	<p>Feasibility study and Plan completed, with implementation of agreed electric vehicle charging points commenced by March 2021.</p>	<p><b>Regulatory Services</b></p>	<p>Qtr.1</p>	<p>Qtr.4</p>
		<p>Develop and implement a monitoring system to track the number of new trees secured from planning permissions.</p>	<p>Monitoring System in place by July 2020.</p>	<p><b>Planning &amp; Regeneration</b></p>	<p>Qtr.1</p>	<p>Qtr.2</p>
	<p>Develop a "green market" plan, in partnership with the market traders to encourage new and existing traders to embrace environmental initiatives that collectively support the delivery and promotion of a "green market".</p>	<p>Develop an action plan and marketing campaign informed by current and new initiatives to encourage best practice and new green traders to join Loughborough market.</p>	<p>Phase 1 of the "green market" plan fully implemented by March 2021.</p>	<p><b>Leisure &amp; Culture</b></p>	<p>Qtr.1</p>	<p>Qtr.4</p>

Corporate Strategy Outcome (2020-2024)	Corporate Delivery Plan Action (2020-2021)		Measurable Success Criteria	Lead Service	Start Date/ End Date	
	Review & Assess Air Quality across the Borough in line with legislative requirements.	Complete air quality review and assessment report and submit to DEFRA.	A) Review undertaken and submitted to DEFRA for approval by July 2020.	Regulatory Services	Qtr.1	Qtr.4
B) Revocation of Air Quality Management Areas, where there is a sustained compliance with the air quality.						
<b>Parks and Open Spaces:</b> Develop, improve and continue to care for our parks and open spaces, so they can be enjoyed by everyone.	Foster environmental improvements at locations within the Borough.	Restock the Outwoods with native tree services by implementing a phased felling and restocking programme, in line with Countryside Stewardship scheme agreed with National England.	1 compartment felled and replanted in line with programme milestones.	Cleansing & Open Spaces	Qtr.1	Qtr.4
		Identify locations and plant 30,000 trees across the Borough.	30,000 trees planted across the Borough by March 2021 (subject to Lottery Funding).	Cleansing & Open Spaces	Qtr.1	Qtr.4
		Continue to play an active role in the Charnwood Forest Partnership and deliver any projects funded through the Lottery to develop the Charnwood Forest Regional Park.	Aims of the Charnwood Forest Landscape Partnership Scheme fully delivered for 2020-2021.	Cleansing & Open Spaces	Qtr.1	Qtr.4
	Provide a new cemetery in Loughborough.	Attain planning permission for the new cemetery at Nanpantan, and construction to commence on site.	Phase 1 of new cemetery at Nanpantan completed by March 2021 (with phase 2 complete by March 2022).	Cleansing & Open Spaces	Qtr.1	Qtr.4

Corporate Strategy Outcome (2020-2024)	Corporate Delivery Plan Action (2020-2021)		Measurable Success Criteria	Lead Service	Start Date/ End Date	
<p><b>Protecting our Environment:</b> Help protect our environment by using all powers available to tackle those who threaten it.</p>	<p>Reduce the impact of waste and litter on the environment by undertaking targeted and proportionate enforcement campaigns.</p>	<p>Undertake targeted fly-tipping enforcement with mobile CCTV camera monitoring within 3 'hot spot' locations within the Borough.</p>	<p>3 enforcement exercises undertaken with a 5% reduction of fly-tipping reports in each of the targeted locations, compared to the corresponding time period in the previous year.</p>	<p><b>Regulatory Services</b></p>	<p>Qtr.1</p>	<p>Qtr.4</p>
		<p>Undertake a targeted bin on street and side waste education and enforcement campaign to include Loughborough University and main Landlords for end of term "moving in and out" for students.</p>	<p>15% reduction in the amount of side waste and bins on street in the targeted locations at the end of the University Terms, compared to the corresponding time period in the previous year.</p>	<p><b>Regulatory Services</b></p>	<p>Qtr.1</p>	<p>Qtr.4</p>
	<p>Improve the character of the residential area and adverse impacts on visual amenity.</p>	<p>Review the temporary Regulation 7 Order removing deemed consent for letting boards and deliver a focused campaign to reduce the proliferation of letting boards on residential accommodation within Loughborough.</p>	<p>Regulation 7 Order in place by December 2020.</p>	<p><b>Planning &amp; Regeneration</b></p>	<p>Qtr.1</p>	<p>Qtr.3</p>
<p><b>Waste and Recycling:</b> Improve and develop our outstanding waste and recycling service to make it more efficient, more resilient and better for the environment.</p>	<p>Achieve efficiencies while improving operational flexibility and minimising the environmental impact of our contract.</p>	<p>Replace the Environmental Services Fleet enabling financial savings and lower carbon emissions.</p>	<p>Replacement of 38 vehicles by March 2021.</p>	<p><b>Cleansing &amp; Open Spaces</b></p>	<p>Qtr.1</p>	<p>Qtr.4</p>

# Healthy communities

Corporate Strategy Outcome (2020-2024)	Corporate Delivery Plan Action (2020-2021)	Measurable Success Criteria	Lead Service	Start Date/End Date					
<p><b>Safer Charnwood:</b> Continue to work with partners to make our towns and villages safer places to live, work and visit.</p>	<p>Create greater synergy surrounding anti-social Behaviour activity by developing a joined up corporate approach in dealing with victims and perpetrators of ASB.</p>	<p>Following approval, adopt &amp; implement the Corporate Anti-Social Behaviour Policy.</p>	<p>Final Policy agreed and implemented by March 2021.</p>	<ul style="list-style-type: none"> <li>▪ <b>Landlord Services</b></li> <li>▪ Neighbourhood Services</li> <li>▪ Regulatory Services</li> </ul>	<p>Qtr.1 Qtr.4</p>				
	<p>Proactively tackle all ASB with a focus on reducing alcohol / substance misuse related incidents and street related ASB.</p>	<p>Work with partners to proactively tackle incidents of ASB across the Borough, including specific interventions to tackle begging in Loughborough, ensuring all appropriate support is provided as appropriate.</p>	<p>5% increase in ASB interventions from a baseline as at 31 March 2020.</p>	<p><b>Neighbourhood Services</b></p>	<p>Qtr.1 Qtr.4</p>				
	<p>Prevent and disrupt criminality focusing on reducing 'All Crime', creating safer communities free from harm and violence.</p>	<p>In conjunction with partners, deliver 10 crime prevention campaigns / events with the aim of preventing and deterring crime, and creating safer communities free from harm and violence.</p>	<table border="1"> <tr> <td data-bbox="1247 906 1323 1023"><b>A)</b></td> <td data-bbox="1323 906 1624 1023">10 crime prevention campaigns/ events delivered.</td> </tr> <tr> <td data-bbox="1247 1023 1323 1129"><b>B)</b></td> <td data-bbox="1323 1023 1624 1129">K112: Reduction in all crime.</td> </tr> </table>	<b>A)</b>	10 crime prevention campaigns/ events delivered.	<b>B)</b>	K112: Reduction in all crime.	<p><b>Neighbourhood Services</b></p>	<p>Qtr.1 Qtr.4</p>
	<b>A)</b>	10 crime prevention campaigns/ events delivered.							
<b>B)</b>	K112: Reduction in all crime.								
<p>Prevent violence and exploitation whilst supporting victims.</p>	<p>Work with partners to prevent and reduce incidents of 'serious violence' through the delivery of 2 serious violence reduction initiatives.</p>	<p>2 serious violence reduction initiatives delivered.</p>	<p><b>Neighbourhood Services</b></p>	<p>Qtr.1 Qtr.4</p>					

Corporate Strategy Outcome (2020-2024)	Corporate Delivery Plan Action (2020-2021)	Measurable Success Criteria	Lead Service	Start Date/End Date
	To meet our statutory responsibilities in relation to keeping children, young people and adults at risk safe and free from harm.	Provide appropriate safeguarding training provided to staff and elected members.	<b>A)</b> Delivery of 10 safeguarding sessions to staff and elected members. <b>B)</b> Silver safeguarding e-learning delivered to 40 staff.	<b>Neighbourhood Services</b> Qtr.1 Qtr.4
	Ensuring the safety of our residents and visitors eating or purchasing food in establishments across our Borough.	Complete the Food Safety High Risk (A-C rated) inspection programme in line with the Food Law Enforcement Plan 2020-21.	<b>A)</b> 95% of High Risk (Risk Ratings A-C's) Food Safety Inspections complete.	<b>Regulatory Services</b> Qtr.1 Qtr.4
			<b>B)</b> 92% of food establishments meeting level 3 (broadly compliant) within the Charnwood Food Hygiene Rating System.	
		Undertake a targeted Food Allergen Awareness Campaign with Food Businesses within Charnwood.	Campaign complete with a minimum of 200 food businesses receiving food allergen awareness information.	<b>Regulatory Services</b> Qtr.1 Qtr.4
	Implement the new Food Standards Agency Food Business Registration Scheme.	New registration process full implemented by March 2021.	<b>Regulatory Services</b> Qtr.1 Qtr.4	
	Ensure suitable controls are in place through the Licensing regime to limit the impact of alcohol related crime and disorder in Loughborough.	Review the "Special Cumulative Impact Policy" contained within the Licensing Act Policy.	Final Policy agreed and published by June 2020.	<b>Regulatory Services</b> Qtr.1 Qtr.2

Corporate Strategy Outcome (2020-2024)	Corporate Delivery Plan Action (2020-2021)		Measurable Success Criteria		Lead Service	Start Date/ End Date	
	Ensure enforcement actions undertaken by the Council are fair, consistent, proportionate, targeted and transparent.	Review and update as necessary the Charnwood Borough Council Corporate Enforcement Policy.	Final Policy agreed and published by March 2021.		Regulatory Services	Qtr.1	Qtr.4
		Undertake consultation in relation to the Private Sector Housing Licensing Scheme and finalise Policy (subject to consultation analysis).	Consultation undertaken and Policy finalised for decision at Cabinet by March 2021.		Strategic & Private Sector Housing	Qtr.1	Qtr.4
<b>Supporting our communities:</b> Invest in services to help those who are most vulnerable, empower people to make a positive difference in their local areas and support community cohesion.	To continue to demonstrate support to our Armed Forces community through the delivery of the Armed Forced Covenant.	Develop Armed Forces Community Champions and a digital resource library to raise awareness and signpost veterans to appropriate advise and support.	A)	8 Community Champions identified and trained.	Neighbourhood Services	Qtr.1	Qtr.4
	Facilitate community groups to grow in their capability to take ownership of local issues in priority neighbourhoods.	Continue to support the 3 existing Community Hubs Marios Tinenti Centre, Altogether Place and The Hut through the delivery of 3 local initiatives.	B)	Digital resource library developed and implemented by March 2021.			
<b>Healthy and happy residents:</b> Provide high-quality leisure facilities and sports activities for people and offer services to improve wellbeing, either directly or with our partners.	To increase adult participation levels in physical activity with the aim of contributing to reducing adult obesity levels.	Deliver an inclusive adult physical activity programme, that targets under-represented groups and the most inactive, aimed at increasing participation amongst these groups.	5000 total attendances and 550 individuals participating in the programme.		Neighbourhood Services	Qtr.1	Qtr.4
	To increase children and young people's participation levels in physical activity with the aim of contributing to	Deliver a child and family focussed sport and physical activity programme.	7500 total attendances and 700 individuals participating in the programme.		Neighbourhood Services	Qtr.1	Qtr.4

Corporate Strategy Outcome (2020-2024)	Corporate Delivery Plan Action (2020-2021)		Measurable Success Criteria		Lead Service	Start Date/End Date	
	reducing child obesity levels.						
	To operate our leisure centres to the highest industry standard, maintaining customer service excellence.	Quest accreditation maintained by Leisure Contractor.	Quest accreditation graded as "Good" to "Excellent".		<b>Leisure &amp; Culture Services</b>	Qtr.1	Qtr.4
<b>Housing:</b> Help those in need of accommodation by continuing to make our council homes better for tenants and work with developers and the privately rented sector to ensure high-quality homes are available to residents.	To set out the investment requirements necessary to manage, maintain and invest in the Council's housing stock and how this activity will be resourced.	Develop a Housing Revenue Account (HRA) Business Plan and Asset Management Strategy.	Final Policies agreed and published by March 2021.		<b>Landlord Services</b>	Qtr.1	Qtr.4
	Fulfil the Council's obligations under the Tenancy Standard (2012) by setting out a framework to determine the type of flexible tenancy offered to new tenants and the criteria considered when deciding which type of tenancy to offer.	Develop (including consultation) of a Tenancy Policy.	Final Policy approved and published by March 2021.		<b>Landlord Services</b>	Qtr.1	Qtr.4
	Invest in our housing stock to provide high quality homes for Council tenants.	Deliver a programme of (an estimated) 442 new kitchens, bathrooms, and heating systems in line with the enhanced Charnwood Standard.	<b>A)</b>	72 kitchens, 180 bathrooms, and 190 heating installations.	<b>Landlord Services</b>	Qtr.1	Qtr.4
			<b>B)</b>	K15: 0% non-decent council general needs homes.		Qtr.1	Qtr.4
	Continue to meet the housing needs of households on the housing register.	Bring Empty Homes back into use through housing advice/ assistance and partnership grants.	50 Empty Homes brought back into use as a result of action by the Council.		<b>Strategic &amp; Private Sector Housing</b>	Qtr.1	Qtr.4

Corporate Strategy Outcome (2020-2024)	Corporate Delivery Plan Action (2020-2021)		Measurable Success Criteria	Lead Service	Start Date/End Date	
		Deploy available resources from the Right to Buy Receipts to acquire additional properties.	Purchase between 10 and 20 properties in 2020-2021 to meet the housing needs of the Borough.	<b>Strategic &amp; Private Sector Housing</b>	Qtr.1	Qtr.4
	Continue to support the reduction of homelessness and rough sleeping across the Borough.	Provide suitable temporary accommodation (excluding bed & breakfast) within Charnwood that meets the needs of homeless applicants.	50% of suitable temporary accommodation (excluding bed & breakfast) meeting the needs of homeless applicants.	<b>Strategic &amp; Private Sector Housing</b>	Qtr.1	Qtr.4



# A thriving economy

Corporate Strategy Outcome (2020-2024)	Corporate Delivery Plan Action (2020-2021)	Measurable Success Criteria	Lead Service	Start Date/End Date		
<b>Economic Growth:</b> Continue to support and foster strong economic growth in Charnwood.	Provide a sustainable platform for growth and regeneration in the Borough.	Develop a new Economic Development Strategy for Charnwood (2020-2025).	Final Strategy approved by July 2020.	<b>Planning &amp; Regeneration</b>	Qtr. 1	Qtr. 4
		Agree with partners the legal agreement and funding mechanism to facilitate delivery of the Enterprise Zone.	Funding mechanisms agreed by June 2020.	<b>Planning &amp; Regeneration</b>	Qtr. 1	Qtr. 1
		Fulfil the Council's obligations in line with the approved Local Development Scheme by progressing preparation of the Charnwood Local Plan and submit to the Secretary of State for independent examination in public.	Local Plan submitted by December 2020.	<b>Planning &amp; Regeneration</b>	Qtr. 1	Qtr. 4
		Work with partners to support the delivery of the Strategic Growth plan and preparation of a statement of common ground.	Statement of common ground approved by all partners, by March 2021.	<b>Planning &amp; Regeneration</b>	Qtr. 1	Qtr. 4
		Promote the InCharnwood brand to further attract inward investment opportunities to the Borough.	<b>A)</b>	Business event promoting the InCharnwood brand held.	<b>Planning &amp; Regeneration</b>	Qtr. 1

Corporate Strategy Outcome (2020-2024)	Corporate Delivery Plan Action (2020-2021)	Measurable Success Criteria	Lead Service	Start Date/ End Date	
		B) Exhibit at 4 business exhibitions and networking events.			
		Ensure that Regulatory Business support and advice is fully co-ordinated by leading the Leicestershire Better Business for All. Partnership (involving Regulatory Services, the LLEP and Business Support Organisations) and associated workplan.	Regulatory Services	Qtr.1	Qtr.4
<p><b>Towns:</b> Whilst respecting the heritage of our town centres, lead, support and collaborate (with partners and the private sector) to progress regeneration opportunities across Charnwood, ensuring future generations have access to high-quality jobs, growing Charnwood's reputation as a place where businesses thrive and helping our high streets become more diverse places.</p>	<p>Improve the public realm in our towns.</p>	Deliver the agreed improvements for Bedford Square/Wards End and Devonshire Square.	Planning & Regeneration	Qtr.1	Qtr.4
		Establish a scheme of capital works for Shepshed Town Centre.	Planning & Regeneration	Qtr.1	Qtr.4
		Develop a 'lanes and lighting strategy' for Loughborough town centre, to support delivery of the Council's Master Plan, in order to maximise pedestrian footfall and penetration.	Leisure & Culture Services	Qtr.1	Qtr.4
		Work with partners to prepare Town Deal Investment Plan for Loughborough.	Planning & Regeneration	Qtr.1	Qtr.3
		Re-open the Carillon Tower to the public and secure funding/ sponsorship to re-	Leisure & Culture Services	Qtr.1	Qtr.4
Support the Carillon Trust to reopen the Carillon Tower Museum in 2020.		A)	Carillon Tower Museum re-opened by May 2020.		

Corporate Strategy Outcome (2020-2024)	Corporate Delivery Plan Action (2020-2021)		Measurable Success Criteria		Lead Service	Start Date/End Date	
		define and represent the Museum and its collections.	B)	Funding secured by March 2021.			
<b>Culture and visitor:</b> Help make Charnwood, and its beautiful open countryside and thriving market towns, a key destination for local, national and international visitors.	Undertake improvements to Loughborough Town Hall frontage, to provide a fit for purpose and attractive venue for visitors.	Repair lower level damaged stonework to Town Hall frontage and commission a full structural assessment of higher levels and balcony.	Town hall frontage complete and structural assessment undertaken by March 2021.		Leisure & Culture Services	Qtr. 1	Qtr.4
	Work with partners to deliver a Place Making Strategy for Charnwood that supports the Leicestershire Tourism Growth Plan "Uncover the Story".	Establish and agree a brief as part of an SLA agreement and develop a Place Making Strategy in conjunction with key stakeholders.	Final Strategy agreed and published by March 2021.			Leisure & Culture Services	Qtr. 1
	Develop and deliver a plan for "Loughborough Markets in the 21st Century" to create sustainability and ensure the market becomes an important destination, as well as a place to shop.	Develop plan with key stakeholders to attract younger entrepreneurs and shoppers to the market in a bid to increasing market unit lets and footfall on market days.	A)	16,530 market unit lets on an annual basis.	Leisure & Culture Services	Qtr. 1	Qtr.4
			B)	Develop an approach and create a baseline for future performance reporting of footfall in the marketplace on market days.			
		Digitise bookings and financial transaction process.	Process complete by March 2021.		Leisure & Culture Services	Qtr. 1	Qtr.4

# Your Council

Corporate Strategy Outcome (2020-2024)	Corporate Delivery Plan Action (2020-2021)		Measurable Success Criteria	Lead Service	Start Date/ End Date	
<b>Customer Service:</b> Commit strongly to improving customer service, delivering outstanding services and working together to create a more vibrant and prosperous Charnwood.	Develop consistent and effective frameworks for engaging with customers and improving customer service.	Develop and gain approval of Customer Engagement/ Access Strategy.	Final Strategy approved and published by April 2021.	<b>Customer &amp; Information Services</b>	Qtr.1	Qtr.4
	Review the way in which we monitor customer satisfaction to utilise the feedback for improving customer service/ service delivery.	Implement Council wide satisfaction monitoring using the 'single question' approach.	Single question survey fully implemented by Oct 2020.	<b>Customer &amp; Information Services</b>	Qtr.1	Qtr.4
<b>Transformation and Efficiency:</b> Transform into a more efficient, effective and innovative organisation. In addition, continue to build our digital services using technology that will help us be more effective, efficient and flexible to meet customers' needs.	Fully embed the Transformation & Efficiency Board to ensure strategic direction is provided to the transformation activity taking place across the organisation.	Establish a Transformation & Efficiency Framework for the Council.	Framework agreed and published by September 2021.	<ul style="list-style-type: none"> <li>Customer &amp; Information Services</li> <li>Strategic Support</li> </ul>	Qtr.1	Qtr.2
		Establish a programme of service reviews, to be undertaken across the Council.	Programme of service reviews fully established by September 2020.	<ul style="list-style-type: none"> <li>Customer &amp; Information Services</li> <li>Strategic Support</li> </ul>	Qtr.1	Qtr.2
		Undertake a review of the Council's Anti-Social Behaviour (ASB) teams to develop a co-ordinated and targeted approach to ASB work, and efficient working practices with partner organisations.	Anti-Social Behaviour (ASB) Review fully complete by March 2021.	<ul style="list-style-type: none"> <li>Customer &amp; Information Services</li> <li>Strategic Support</li> </ul>	Qtr.1	Qtr.4
	Improve digital access for customers and reduce operating costs through a range of activity.	Complete the Digital Inclusion Project including creating a network across the borough to improve digital inclusion.	30 partner organisations engaged in project by April 2021.	<b>Customer &amp; Information Services</b>	Qtr.1	Qtr.4

Corporate Strategy Outcome (2020-2024)	Corporate Delivery Plan Action (2020-2021)		Measurable Success Criteria	Lead Service	Start Date/ End Date		
		Complete the procurement and roll out of the Planning, Strategic Housing and Regulatory Software System.	Planning, Strategic Housing and Regulatory Software System fully implemented by March 2021.	<ul style="list-style-type: none"> <li>▪ <b>Customer &amp; Information Services</b></li> <li>▪ Planning &amp; Regeneration</li> <li>▪ Regulatory Services</li> </ul>	Qtr.1	Qtr.4	
	Improve digital access for customers and reduce operating costs through a range of activity.	Complete the Licensing Improvement Project to improve and enhance the on-line application process and improved customer interaction.	The Programme of works to be complete, including:	<ul style="list-style-type: none"> <li>▪ <b>Regulatory Services</b></li> <li>▪ Customer &amp; Information Services</li> </ul>	Qtr.1	Qtr.4	
			A)				Online application forms developed for Taxi & Private Hire Licences.
			B)				Online Safeguarding training module developed.
	C)	Online appointment booking developed.					
	Review the use of all major IT systems with a view to rationalising systems, to create greater flexibility and efficiency.	Review identified major systems to determine opportunity for rationalisation.	Review of 2 major systems in use across the Council complete by March 2021.	<b>Customer &amp; Information Services</b>	Qtr.1	Qtr.4	
Develop 4-year ICT Strategy in conjunction with all services.		Final Strategy approved and published by April 2021.	<b>Customer &amp; Information Services</b>	Qtr.1	Qtr.4		
<b>Developing Staff:</b> Develop our staff to help them deliver outstanding services and ensure our employees and elected members work together, as one council, to bring positive change to Charnwood.	Conduct organisational information gathering and analyse results to inform and prioritise actions within the People Strategy.	Undertake and analyse results of: <ul style="list-style-type: none"> <li>- Staff Survey</li> <li>- OCI Survey</li> <li>- Focus Groups</li> </ul>	Surveys and focus groups complete by June 2020.	<b>Strategic Support</b>	Qtr.1	Qtr.1	
	Fully embed the People & Culture Board to ensure strategic direction is provided to the implementation of the People Strategy and associated actions.	Develop a new People Strategy (2020-24) and associated workplan.	Final Strategy agreed and published by December 2020.	<b>Strategic Support</b>	Qtr.1	Qtr.3	
		Develop and implement staff and leadership competencies.	Competencies agreed and fully implemented by December 2020.	<b>Strategic Support</b>	Qtr.1	Qtr.3	

Corporate Strategy Outcome (2020-2024)	Corporate Delivery Plan Action (2020-2021)		Measurable Success Criteria	Lead Service	Start Date/End Date	
		Develop a new CBC leadership programme.	CBC Leadership programme established, ready for implementation by December 2020.	<b>Strategic Support</b>	Qtr.1	Qtr.3
		Develop a new Personal Review process.	Personal Review process fully implemented by March 2021.	<b>Strategic Support</b>	Qtr.1	Qtr.4
	Review the Councils approach to agile/smart working to increase agile working across the organisation.	Develop a programme of works linked to IT and asset work strands for implementation across the organisation.	Agile/smart working programme of works complete by March 2021.	<b>Customer &amp; Information Services</b>	Qtr.1	Qtr.4
	Support staff health and wellbeing, within the workplace, to create a resilient workforce.	Utilise the results of the Workplace Wellbeing Survey to develop a programme of works to provide support to staff.	Workplace Wellbeing Action Plan developed, and activity undertaken by March 2021.	<b>Neighbourhood Services</b>	Qtr.1	Qtr.4
<b>Financial stability:</b> Continue to carefully manage our budgets, particularly by using effective procurement and well-managed contracts.	Review the financial stability of the Council by effectively managing our budgets via the three-year Medium-Term Financial Strategy (MTFS) reporting risks and creating mitigating action, as appropriate.	Maintain a balanced budget for the financial year 2020-21, including monitoring and reviewing annual budgets to actual position.	Balanced budget for the financial year 2020-21 maintained by March 2021.	<b>Finance &amp; Property Services</b>	Qtr.1	Qtr.4
	Fully embed the Procurement & Contracts Board, to ensure strategic direction is provided in the procurement of major contracts.	To consider the options arising from the review relating to the Leisure Centre Contract.	Contract approval for Charnwood managed Leisure Centres by March 2021.	<b>Leisure &amp; Culture Services</b>	Qtr.1	Qtr.4

Corporate Strategy Outcome (2020-2024)	Corporate Delivery Plan Action (2020-2021)	Measurable Success Criteria	Lead Service	Start Date/ End Date		
<p><b>Commercialism:</b> Generate income to support service delivery and replace the loss of funding from other sources.</p>	<p>Fully embed the Commercial &amp; Enterprise Board to ensure strategic direction is provided to the commercial activity taking place across the organisation.</p>	<p>Develop a Commercial Enterprise Strategy for the Council and to set out the policy and process for making Commercial Property Purchases.</p>	<p>Final Strategy agreed and published by March 2021.</p>	<p><b>Corporate Services Directorate</b></p>	<p>Qtr.1</p>	<p>Qtr.4</p>
		<p>Review the Councils land and building assets with a view to increasing income and reducing costs.</p>	<p>Land and building assets review complete by March 2021.</p>	<p><b>Finance &amp; Property Services</b></p>	<p>Qtr.1</p>	<p>Qtr.4</p>
		<p>Re-visit the business case for building commercial residential property for sale or rent, linked to the review of our assets.</p>	<p>Revised business case produced by March 2021.</p>	<p><b>Finance &amp; Property Services</b></p>	<p>Qtr.1</p>	<p>Qtr.4</p>
		<p>Develop Treasury Management Strategy to review returns on investments.</p>	<p>Final Strategy agreed and published by February 2021.</p>	<p><b>Finance &amp; Property Services</b></p>	<p>Qtr.1</p>	<p>Qtr.4</p>
		<p>Complete feasibility study and procurement of Capital Plan/ Asset Strategy to meet legislative requirements, prior to implementation.</p>	<p>Feasibility study and procurement of Capital Plan/ Asset Strategy complete by March 2021.</p>	<p><b>Finance &amp; Property Services</b></p>	<p>Qtr.1</p>	<p>Qtr.4</p>
	<p>Enhance and continue to develop the Trade Waste Expansion Project.</p>	<p>Increase the number of commercial waste customers from the baseline of 100 by an additional 25.</p>	<p>25 individual businesses signed up to the commercial waste service.</p>	<p><b>Cleansing &amp; Open Spaces</b></p>	<p>Qtr.1</p>	<p>Qtr.4</p>
<p><b>One Council:</b> Collaborate with partners, in the public and private sector, to improve services and ensure employees and members work together, as one council, and</p>	<p>Support the undertaking of a boundary review by the Local Government Boundary Commission for England.</p>	<p>Key support to include publicising opportunities to make submissions to councillors, residents and stakeholders.</p>	<p>Support completion of year one of Boundary Review (of two-year programme) by March 2021.</p>	<p><b>Strategic Support</b></p>	<p>Qtr.1</p>	<p>Qtr.4</p>

Corporate Strategy Outcome (2020-2024)	Corporate Delivery Plan Action (2020-2021)		Measurable Success Criteria	Lead Service	Start Date/End Date	
listen, talk and engage with residents to bring positive change to Charnwood.	Enhance and continue to protect the Council's reputation, engage with key audiences and support the delivery of Council objectives through effective communications.	Develop a new Communications Strategy.	Final Strategy agreed and published by March 2021.	<b>Strategic Support</b>	Qtr.1	Qtr.4
	Work with the Resilience Partnership to plan and prepare for risks (particularly flooding) that could affect communities and residents.	Undertake a review of the LRF Flood Plan, in line with revised national guidance, and incorporate findings into a review of the CBC specific Flood Plan.	LRF Flood Plan complete and approved by March 2021.	<b>Strategic Support</b>	Qtr.1	Qtr.4



# Key Indicators 2020-2021

The key indicators below are those which Charnwood Borough Council DIRECTLY impacts:

Ref	Indicator	Quarterly/ Annual	Owner	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
KI 3	Percentage of food establishments that achieve level 3 (broadly compliant) within the Charnwood Food Hygiene Rating System	Quarterly	Head of Regulatory Services	94%	94%	94%	94%	94%
KI 4(a)	Percentage of household waste sent for reuse, recycling and composting ( <i>Stretch Target</i> )	Quarterly	Head of Cleansing and Open Spaces	50%	50%	50%	50%	50%
KI 4(b)	Percentage of household waste sent for reuse, recycling and composting	Quarterly	Head of Cleansing and Open Spaces	44%	44%	44%	44%	44%
KI 5	Percentage non-decent council general needs homes	Annual	Head of Landlord Services				0%	0%
KI 6	Percentage rent collected (including arrears brought forward) ( <i>Cumulative Target</i> )	Quarterly	Head of Landlord Services	91.00%	92.01%	94.00%	95.31%	95.31%
KI 7(a)	Time taken to process Housing Benefit/Council Tax new claims	Quarterly	Head of Customer Experience	18 Days	18 Days	18 Days	18 Days	18 Days
KI 7(b)	Time taken to process Housing Benefit/Council Tax change of circumstances	Quarterly	Head of Customer Experience	8 Days	8 Days	8 Days	8 Days	8 Days
KI 8	Percentage of Council Tax Collected ( <i>Cumulative Target</i> )	Quarterly	Head of Customer Experience	29.32%	57.38%	85.48%	97.80%	97.80%
KI 9	Percentage of non-domestic rates collected ( <i>Cumulative Target</i> )	Quarterly	Head of Customer Experience	30.24%	56.53%	84.19%	98.70%	98.70%
KI 10	The number of working days / shifts lost to the local authority due to sickness absence ( <i>Cumulative Target</i> )	Quarterly	Head of Strategic Support	1.8 Days	3.4 Days	5.3 Days	7.5 Days	7.5 Days

KI 11	Percentage rent loss from void properties ( <i>Proxy Target</i> )	Quarterly	Head of Strategic and Private Sector Housing	2.20%	2.20%	2.20%	2.20%	2.20%
KI 13	Percentage of Major Planning applications determined in 13 weeks or agreed timescale	Annual	Head of Planning and Regeneration				70%	70%
KI 14	Percentage Minor Planning Applications determined within 8 weeks or agreed timescale	Annual	Head of Planning and Regeneration				80%	80%
KI 15	Percentage of Other Planning Applications determined within 8 weeks or agreed timescale	Annual	Head of Planning and Regeneration				90%	90%
KI 18	Reduction of CO2 from the 2018/19 baseline in accordance with the agreed trajectory	Annual	Head of Planning and Regeneration	To be determined, from a baseline, at 31 <sup>st</sup> March 2020.				
KI 19	% of air quality monitoring locations which comply with the National Air Quality Objective Limits	Annual	Head of Regulatory Services	100%				100%
KI 20	Percentage of customers not proceeding past Stage 1 of the corporate complaint process	Quarterly	Head of Customer Experience	90%	90%	90%	90%	90%
KI 21	Number of people attending shows & events at the Town Hall.	Quarterly	Head of Leisure and Culture	17,500 Attendees	7,500 Attendees	38,000 Attendees	15,500 Attendees	78,000 Attendees
KI 22	Number of visitors accessing the Council's website	Annual	Strategic Support	To be determined, from a baseline, at 31 <sup>st</sup> March 2020.				
KI 23	Number of followers on the Council's key corporate social media accounts	Annual	Strategic Support	To be determined, from a baseline, at 31 <sup>st</sup> March 2020.				
LS10(a)	Leisure Centres- total number of visits	Quarterly	Head of Leisure and Culture	262,000 Visits	250,000 Visits	250,000 Visits	262,000 Visits	1,024,000 Visits
LS10(b)	Number of new members at Leisure Centres (including Swim School programme)	Annual	Head of Leisure and Culture				150 New Members	150 New Members
NI 191	Residual household waste per household	Quarterly	Head of Cleansing & Open Spaces	110kg/ household	110kg/ household	110kg/ household	110kg/ household	440kg/ household

The key indicators below are those which Charnwood Borough Council INDIRECTLY impacts:

Ref	Indicator	Quarterly / Annual	Owner	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
KI 1	Net additional homes provided <i>(Cumulative Target)</i>	Quarterly	Head of Planning and Regeneration	205 Homes	410 Homes	615 Homes	820 Homes	820 Homes
KI 2	Number of affordable homes delivered (gross) <i>(Cumulative Target)</i>	Quarterly	Head of Planning and Regeneration	44 Homes	88 Homes	132 Homes	176 Homes	176 Homes
KI 12	Reduction in crime <i>(Cumulative Target)</i>	Annual	Head of Neighbourhood Services	To be determined by the Community Safety Partnership.				
KI 16	Number of years housing supply	Annual	Head of Planning and Regeneration	5 Years				5 Years
KI 17	Direction of travel to 5-year housing supply	Quarterly	Head of Planning and Regeneration	Metric and direction of travel towards attainment of KI 16 to be supplied on a quarterly basis.				

### Charnwood Borough Council

#### Strategic Direction Document 2020- 24

The Council aspires to be one of the most effective, efficient and influential councils in the country.

This document accompanies the Corporate Strategy 2020-24 and sets out the key operating principles the Council will adopt to achieve its objectives and deliver outstanding services for residents.

In conjunction with the Corporate Strategy and Medium-Term Financial Strategy, this document will help us meet the following challenges and shape our future direction;

1. A reduction in funding and increasing costs leading to a structural deficit in our finances
2. Increasing demand for Council services from social and demographic changes
3. Climate change
4. Rapid changes in technology

#### Values

Underpinning all the council's activity is a set of values - employees and members will work together as one council, living and breathing these values:

- Pride in Charnwood - We take pride in our work and our borough and are ambitious for improvement
- Customer Focused - We listen to our customers and are focused on delivering excellent services
- Working Together - We work together with pace and positivity as one council and in partnership with others

#### Our operating model

The Council operates a mixed economy of service delivery with a corporate centre providing a commissioning function. In practise this means that some of our services are delivered in-house by Council employees. While other services are delivered in partnership with other councils or via contracts with the voluntary or private sector.

## **The Council**

We will:

- become a leaner, more streamlined organisation which delivers positive outcomes and achieves excellent value for money
- reduce unnecessary bureaucracy so we can deliver effective and efficient services
- increasingly work together across teams and services and with partners to achieve outcomes
- be transparent and open about the decisions we make and the policies we develop
- show clear leadership within our communities and on a regional and national level

## **Financial stability**

We will:

- move to a more sustainable model for funding services and reduce reliance on central government funding
- get maximum value out of every penny in every pound we spend
- prioritise spending to align with corporate goals
- use effective methods to closely monitor budgets so the Council's financial position is managed
- reduce our reliance on reserves to fund services
- invest to save and invest to earn based on sound business cases to help our underlying financial position

## **Customer Service**

We will:

- maintain a focus on customer experience and put the customer at the centre of our thinking
- increase the number of online services so customers can access them 24/7
- use customer insight and feedback to improve and deliver services
- focus on delivering high customer satisfaction levels
- have meaningful two-way engagement with residents and partners to support policy development and decision making as well as service improvement

## **Our people**

We will:

- create an agile and flexible workforce which is focused on improving the lives of residents and achieving outcomes
- empower employees to take responsibility for the work they do and focus on achieving outcomes
- provide our employees with the systems and equipment they need to deliver outstanding, effective and efficient service
- provide the best working environment to support service delivery
- develop and encourage leadership at all levels of the Council

## **Transformation and Efficiency**

We will:

- review all services to make them more efficient and effective
- foster an open culture and positive approach to change and transformation among employees and elected members
- work with partners to deliver innovative solutions to the challenges and opportunities ahead
- maximise the use of technology to make the Council a more streamlined, efficient and effective organisation
- invest in transformation to achieve measurable outcomes such as service delivery or savings

## **Commercialism**

We will:

- maximise income through well-managed and carefully assessed commercial investment so we can protect and invest in our services
- generate more income from the assets (buildings and land) in our ownership
- be more commercial and entrepreneurial in our approach to operating services
- be innovative and bold in our approach to traded services
- retain our core duty to serve the public and improve the lives of residents

## **Climate change**

We will:

- achieve carbon neutrality from our own operations by 2030
- promote good practice initiatives regarding climate change across the borough
- encourage and support other organisations, groups and businesses to reduce their carbon footprints
- promote good practice initiatives regarding climate change across the borough
- support improvements in biodiversity

- consider the impact of our carbon footprint in all decisions

## CABINET - 12TH MARCH 2020

### Report of the Head of Landlord Services Lead Member: Councillor Leigh-Harper Davies

#### Part A

#### ITEM 8 HOUSING CAPITAL PROGRAMME 2020-2021

##### Purpose of Report

To consider the housing capital programme for 2020-2021.

##### Recommendation

That the proposed housing capital programme for 2020-2021 amounting to £7,339,100, detailed in Appendix 1 be approved and the Capital Plan be amended to reflect this.

##### Reasons

To improve the Council's housing stock, in line with the Charnwood Standard, thus delivering the priorities set out in the Housing Revenue Account (HRA) Business Plan approved by Cabinet in September 2014.

##### Policy Justification and Previous Decisions

The housing capital programme will support compliance with the Homes and Communities Agency Home Standard (2012), which, in summary, states that the Council must:

- ensure that tenants' homes meet the standard set out in the Government's Decent Homes Guidance and continue to maintain their homes to at least this standard.
- meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes.
- ensure a prudent, planned approach to repairs and maintenance of homes and communal areas.

On the 14<sup>th</sup> March 2014 (Minute 119) Cabinet approved the Charnwood Standard, to provide a higher standard of accommodation than the statutory Decent Homes Standard.

On the 25<sup>th</sup> September 2014 Cabinet approved (minute 37) the revised Housing Revenue Account Business Plan 2014 to 2044. The Business Plan identified that £92.46 million of investment is required over years 6 to 30 of the plan to maintain the Charnwood Standard.



On the 10th May 2018 (minute 132) Cabinet approved the Housing Acquisition Policy, which was subsequently reviewed and updated in June 2018 (DD084).

The housing capital programme will support delivery of the following Corporate Strategy 2020-2024 themes:

Theme 1 - Caring for the environment - *We have already reduced our carbon footprint and we have pledged to become a carbon neutral organisation by 2030 to help tackle climate change.*

Theme 2 - Healthy Communities - *We are passionate about improving housing in the social... sector. We will continue to invest in our council homes... to ensure high-quality homes are available to residents.*

Implementation Timetable including Future Decisions and Scrutiny

The programme will be delivered during 2020/21, commencing on 1st April 2020 and completing on 31st March 2021. Progress will be monitored by the Housing Management Advisory Board throughout the year.

Report Implications

The following implications have been identified for this report.

*Financial Implications*

The 2020/21 capital budget to deliver this work amounts to £7,339,100 and can be fully funded using HRA revenue contributions, the HRA MRA, the HRA Financing Fund contributions and through the use HRA capital receipts. The Capital Plan will be amended to reflect the updated housing capital budget if it is approved.

*Risk Management*

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
The main capital contractor fails to deliver the programme	Unlikely (2)	Serious (3)	Moderate (6)	Performance data will be monitored through the contract Core Group and by the Housing Management Advisory Board.  Alternative delivery mechanisms are available if required, subject to an appropriate procurement process.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
Tenants are not kept fully informed	Unlikely (2)	Serious (3)	Moderate (6)	<p>The main capital contractor has dedicated liaison staff and the Council also has a dedicated Customer Liaison Officer who will work closely with tenants, particularly vulnerable customers.</p> <p>The contractor has detailed method statements for communicating with tenants, and a plan is in place to monitor delivery of the same.</p>
The quality of work provided by the contractor is unacceptable.	Remote (1)	Significant (2)	Very Low (2)	<p>Performance is monitored monthly.</p> <p>100% post inspections are undertaken.</p> <p>Payment is not made to the contractor unless the property is of an acceptable standard at these handover inspections.</p>

### *Equality and Diversity*

The housing capital programme will positively contribute towards the Council's equality and diversity responsibilities and commitments. The programme for 2020/21 includes a total of £560k for adaptations for tenants and their family members with a disability. This work can include level access showers, ramps, rails, stair lifts, and other modifications following a recommendation from an occupational therapist.

### *Crime and Disorder*

This housing capital programme will positively contribute towards the achievement of the Council's responsibilities under Section 17 of the Crime and Disorder Act (1998) to undertake reasonable action to improve community safety in the borough. The installation of new communal entrance doors at blocks of accommodation will provide an enhanced level of security for tenants and their families.

## *Sustainability*

Delivery of central heating upgrades, the installation of new loft insulation, and LED lighting schemes in communal areas, form part of the Council's climate change strategy, contributing towards the Council's carbon reduction targets, and the following principles of sustainability:

- Avoid increase in energy intensity of Council owned buildings and maximise efficiency.
- Reduce poverty, crime, anti-social behaviour and increase community safety.
- Improve public health and wellbeing.
- Ensure that housing needs of all sections of the community are met.

Key Decision: Yes

Background Papers: Housing Revenue Account Business Plan and Asset Management Strategy, available at:

<http://info/sites/cabinet/20140925/Published%20Items/Cab%2025%20September%202014%20Item%2006%20HRA%20Business%20Plan%202014-2044%20and%20Housing%20Asset%20Management%20Strategy%202014-2019.pdf>

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## Part B

### Background

1. Each year the Cabinet approves an investment programme for the housing stock. The programme is shaped to reflect the priorities outlined in the HRA Business Plan 2014-44, the views of tenants and stock investment needs. Capital investment priorities for 2020-21 are set out below.

### Maintaining the Charnwood Standard

2. The Council's Charnwood Standard of accommodation provides a higher standard of accommodation than the statutory Decent Homes Standard. Under the Charnwood Standard property components e.g. kitchens, bathrooms, and heating systems are replaced on a fixed life cycle. The Council will replace a kitchen every 20 years, a bathroom every 30 years, and a boiler every 15 years as a minimum. Under the Decent Homes Standard, a property may still be decent if the components are old.
3. Data on the Council's electronic systems has been analysed to develop a programme of planned replacements for kitchens, bathrooms, and boilers. In this respect, the estimated quantities to be replaced in 2020/21 are set out in the table below.

Component	Quantity
Kitchens	72
Bathrooms	105
Level Access Shower Replacements	75
Boilers	190

Table 1. Estimated number of kitchens, bathrooms, and boilers to be replaced in 2020/21

### Replacement Fire Doors and Fire Safety

4. Following the tragedy at Grenfell Tower, it was concluded on the advice of the government's Expert Panel that there was a performance issue with GRP composite 30-minute fire doors across the market. This is a national issue, and

like many other social landlords, the Council has fire doors of this type in its housing stock.

5. The National Fire Chiefs Council has advised that the risk to public safety is low, however these doors now need to be replaced.
6. The Expert Panel concluded that timber fire doors perform consistently in fire resistance when tested and pass the 30-minute required standard across the market when manufactured to specification. The Council has therefore identified a wooden door set which meets the required new test standards and can be fitted at the Council's stock.
7. An inspection of the Council's flat entrance fire doors has been undertaken by the Council's surveyor alongside a specialist contractor. Following a risk assessment, a programme of flat doors for replacement in 2020/21 has been identified, and additional specialist contractors have been procured to support delivery of this work.
8. The amount for fire safety works has been increased compared to previous years to £300,000 to complete works arising from passive fire surveys. A passive fire survey is an extension to the already completed fire risk assessments.

#### Acquisition of Properties to Meet Housing Need

9. In June 2013, the Council entered into an agreement with the government to retain funding from the sale of Council properties (1-4-1 Right to Buy receipts) on the basis that this funding is used to increase the supply of affordable housing for rent. The Council has 3 years to use the receipts which can be used to fund 30% of the cost of developing/acquiring properties for Affordable Housing. Any funding not spent within 3 years of receipt must be returned to the Government. The balance of funding (70%) to acquire properties is from the Council's Housing Revenue Account.
10. The Council's available housing stock has reduced due to the sale of properties under the right to buy. At 31<sup>st</sup> March 2015 the Council had 5,746 properties. At the end of 2018/2019 the Council had 5,571, a reduction of 175. A sum of £1,053,900 has therefore been included in the programme to acquire more properties to meet housing need.

#### Communal Area Improvements

11. The estate and external works budget will be focussed on improving existing pedestrian areas, footpaths and car park surfaces, to reduce the likelihood of trips and falls resulting in harm
12. Improvements will be undertaken at bin stores, which have been the target of arson and drug misuse.
13. Investment in the internal communal areas of flats will continue, with painting, new flooring, and lighting, combined with new roofs where needed.

## Consultation

14. The Housing Management Advisory Board have considered and endorsed the capital investment priorities contained in this report at their meetings on 6<sup>th</sup> November 2019 and 15<sup>th</sup> January 2020.

## Appendices

Appendix 1 - Housing Capital Programme 2020/21

Appendix 1 - Housing Capital Programme 2020/21

<b>Scheme Name</b>	<b>Original 2020/21 Capital Plan Amount £</b>	<b>Proposed Housing Capital Programme for 2020/21 £</b>	<b>Comment on Variance Between Original Capital Plan and Proposed Housing Capital Programme for 2020/21</b>
Major Adaptations	450,000	450,000	
Stairlifts	60,000	60,000	
Minor Adaptations	50,000	50,000	
Major Voids	280,000	280,000	
Kitchens	400,500	324,000	Review of component data undertaken, and less work needed than original estimate due to (for example) work being completed at void stage.
Bathrooms	915,000	807,000	
Heating	439,300	317,200	
Electrical Upgrades	200,000	200,000	
Window Replacement	35,000	35,000	
Sheltered housing improvements	200,000	200,000	
Door Replacement	1,000,000	1,000,000	
Roofing Works & Insulation	650,000	650,000	
Major Structural Works	250,000	250,000	
Asbestos Removal	150,000	150,000	
Communal Area Improvements	200,000	200,000	
Communal Area Electrical Upgrades	200,000	200,000	
Smoke/CO & Heat Detection	30,000	30,000	
Fire Safety Works	300,000	300,000	
Mobility Scooter Storage	15,000	15,000	
Garages	50,000	50,000	
Door Entry Systems	200,000	200,000	

Estate and External Works	205,000	205,000	
Acquisition of Property to Meet Housing Need	1,053,900	1,053,900	
Housing Capital Technical Costs	312,000	312,000	
<b>Total</b>	<b>7,645,700</b>	<b>7,339,100</b>	



## CABINET - 12TH MARCH 2020

### Report of the Head of Planning and Regeneration Lead Member: Councillor Jonathan Morgan

#### Part A

#### ITEM 9 CHARNWOOD LOCAL DEVELOPMENT SCHEME 2020

##### Purpose of Report

To seek approval of the revised Local Development Scheme (LDS) so that the programme for the preparation of planning documents for Charnwood is agreed.

##### Recommendations

1. That the revised programme for the preparation of local development documents as set out in the Local Development Scheme attached to this report be approved;
2. That the Local Development Scheme comes into effect and is published on 1st April 2020;
3. That authority is delegated to the Head of Planning and Regeneration in consultation with the Lead Cabinet Member for Planning, Inward Investment and Tourism to make any minor typographical/graphical amendments to the Local Development Scheme prior to its publication.

##### Reasons

1. To ensure that the Local Development Scheme provides a realistic programme for the preparation of development plan documents.
2. To meet the requirements of Section 15 of the Planning and Compulsory Purchase Act (2004), as amended by the Localism Act 2011 and the Town and Country Planning (Local Development) (England) Regulations 2004 (as amended by the Town and Country Planning (Local Development) (England) (amendment) Regulations 2008, 2009 and 2012.
3. To enable the timely publication of the revised Local Development Scheme.

##### Policy Justification and Previous Decisions

The Local Development Scheme (LDS) is a statutory document that sets out the programme for the production of the Charnwood Local Plan. The last LDS was published in April 2019 following Cabinet approval in March 2019 (minute 100 18/19 refers).

The Local Plan will be an important tool in helping to deliver key aspects of the Corporate Plan, particularly for 'Creating a Strong and Lasting Economy' and 'Every Resident Matters'.

An up to date local plan is the primary means to encourage new jobs and businesses, ensure growth in homes and infrastructure benefits residents and to protect the environment for future generations. An up to date local plan will also support the Council's work to increase tourism and support initiatives to help our towns and villages to thrive and provide sports facilities and green spaces.

The legislative provisions for the Local Plan are set out in the Planning and Compulsory Purchase Act 2004 and the Localism Act 2011. Further regulation is provided by the Town and Country Planning (Local Development) (England) Regulations 2004. Amendments to the 2004 Act and Regulations in 2008, 2009 and 2012 provide further specificity around the requirements for LDS and Local Plan production. The Localism Act 2011 requires the LDS to be made available to the community and other interested parties so they understand what policy work will be done and when it is programmed to take place. This then helps them to time their own activities around engagement and promote their objectives at the appropriate time.

The form and content of local plans are shaped by the National Planning Policy Framework (NPPF) and National Planning Policy Guidance (NPPG) as appropriate.

#### Implementation Timetable including Future Decisions and Scrutiny

A revised version of the LDS is attached in the Appendix and covers the three-year period to 31st March 2023 and would come into effect on 1st April 2020. The programme responds to the strategic planning matters for Leicester and Leicestershire and allows for local development need and supply factors to be considered over an appropriate timescale. The programme is necessary to set out the next stages in the preparation of local planning policy for Charnwood.

Development Plan Documents must be based on credible and robust evidence if they are to be found 'sound' by the Planning Inspectorate. The revised LDS includes a programme that focuses on the preparation of a Local Plan for Charnwood in this context. The LDS also signals the intention to prepare a Supplementary Planning Document to help guide the Council's policies on developer contributions.

#### Report Implications

The following implications have been identified for this report.

##### *Financial Implications*

Provision has been made for £185k in the budget for 2020/21 for the work required on the final elements of the evidence base, consultation and examination to enable work identified by the Local Development Scheme to progress in 2020/21. Potential costs of the detailed programme of activity under years two and three will be identified ahead of the appropriate budget setting periods, taking into account the relevant Local Development Scheme review and prevailing circumstances. These will be identified as one-off budget pressures in the relevant budget rounds in line with normal working practice.

The total costs of producing a Local Plan consist of the consultancy costs and establishment staff costs over the period of plan preparation and the costs of the

planning inspectorate. Members should be aware that the LDF draws on staff resources from across the council and that staff in the Planning and Regeneration Service are engaged in other tasks and it is difficult to establish exact costs. However, a response has previously been given to Council (Item 6: 6.3 on 29 June 2015) in respect of the last local plan process dating back to 2007 of around £1.5m in staff costs (or an average of about £190k a year over the eight year period) (minute 16.3 15/16 refers). The consultancy costs amounted to c£1m over the same period although it should be noted that these costs were high due to changes in circumstances as the plan progressed. The costs of the Planning Inspectorate are set by Regulation. The examination of the Core Strategy, which ended in November 2015, cost £111k.

*Risk Management*

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
Failure to publish a Local Development Scheme prejudices the effective programming of planning documents and the timely preparation of a sound Local Plan.	Unlikely (2)	Significant (2)	Low (4)	Maintain effect project management through the LDF Project Board

Key Decision: Yes

Background Papers: None

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## Part B

### Background

1. Local planning authorities are required to prepare a Local Development Scheme (LDS) setting out a 3-year programme for the preparation of local development documents and to keep it under review.
2. The Council adopted its first LDS in October 2005 and revisions have been made a number of times since. The LDS is now reviewed on an annual basis and presented to Cabinet.
3. The review of the LDS sets out the programme for preparing a Local Plan and signals the intention announced in the Core Strategy to prepare a further supplementary planning document. It is essential that work on the local plan continues to be given high priority to maintain a positive planning framework for growth and to engage positively in strategic planning matters for Leicester and Leicestershire.

### Progress made on the Local Plan

4. Following the adoption of the Core Strategy in November 2015, the 2016 LDS signalled the commencement of a single local plan to cover the period to 2036 to respond to the Leicester and Leicestershire Strategic Growth Plan and the government's priority to significantly boost housing delivery.
5. Consultation on the Draft Charnwood Local Plan took place in November and December 2019. The long term programme proposed for the preparation of the new Local Plan is:
  - Pre-submission Consultation – October 2020
  - Submission – January 2021
  - Inspector's report published – December 2021
  - Adoption of Local Plan – January 2022
6. This programme has been amended since the publication of the 2019 LDS to take account of delay in undertaking consultation on the Draft Local Plan due to reduced resources in the Local Plans Team and the pressure from competing priorities particularly related to supporting Neighbourhood Planning, supporting the delivery of strategic developments and contributing to and influencing strategic planning matters.
7. The proposed timetable is based on a detailed work programme which maps out the key tasks required ahead of publishing the plan for Pre-Submission consultation to satisfy legal requirements, the National Planning Policy Framework and tests of soundness.
8. The later stages of the programme have also been amended to reflect research undertaken on how long the Planning Inspectorate are currently taking to examine a submitted plan, hold hearings and prepare a report. Data from the Planning Inspectorate for the authorities in the East Midlands suggests that it

likely it will take 16 months to progress a plan from pre-submission consultation to adoption and the previous LDS programmed 10 months.

9. The programme for the Local Development Scheme will be monitored through the Annual Monitoring Report. Managing performance against this programme is important given community and stakeholder expectations and powers available to the Secretary of State to intervene in poor performing authorities.

#### Supplementary Planning Documents (SPD)

10. The LDS proposes a Supplementary Planning Document on Planning Obligations that will be worked on in the three-year period to provide guidance on the interpretation and use of Core Strategy Policy CS24: Infrastructure and Delivery.
11. The Council expects to complete the Planning Obligations SPD within the three-year programme of this Local Development Scheme. The individual programme for the SPD will be prepared and managed to allow the timely preparation of the Charnwood Local Plan.

#### Appendices

- Appendix: Charnwood Local Development Framework Local Development Scheme – April 2020 to March 2023

CHARWOOD LOCAL PLAN  
LOCAL DEVELOPMENT SCHEME

APRIL 2020 TO MARCH 2023

APRIL 2020

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## 1. Introduction

- 1.1. The Charnwood Local Development Scheme sets out the Council's programme for preparing the Charnwood Local Plan.
- 1.2. Local plans are the key to delivering sustainable development that reflects the vision and aspirations of local communities. They set the development strategy and policies for delivering the vision of the area. Having an up to date local plan is important because applications for planning permission must be determined in accordance with the development plan unless material considerations indicate otherwise. In this respect, local plans provide clarity for development proposals and a degree of predictability for the community.
- 1.3. Charnwood Borough Council is committed to maintaining an up to date local plan in accordance with National Planning Policy Framework. The programme set out in this Local Development Scheme covers the period 2020 to 2023. It identifies the stages the local plan will go through and the timetable for key activity.

## 2. Local Plans

- 2.1. The adopted Charnwood Local Plan is made up of the Core Strategy (2015) and the detailed 'saved' policies from the Borough of Charnwood Local Plan (2004). The Core Strategy sets the strategic planning framework for Charnwood for the period 2011-2028.
- 2.2. Whilst the proposals in the Core Strategy provide for the period up to 2028, and a number of the strategic growth sites contained within it will continue beyond 2028, the Council has a duty to maintain an up to date local plan. As a consequence, the Council is preparing a single Charnwood Local Plan document to extend the Core Strategy to 2036 and to replace the remaining 'saved' policies from the Borough of Charnwood Local Plan.
- 2.3. The Core Strategy also signals our intent to prepare Supplementary Planning Documents to provide guidance on how policies should be interpreted and a number of these are included in this programme.
- 2.4. Progress made on the Charnwood Local Plan is published each year in the Council's Annual Monitoring Report. The Annual Monitoring Report for 2020 will provide details on the Council's work towards the programme set out in this Local Development Scheme.
- 2.5. The planning system uses a raft of technical names for different documents and the status they enjoy. Although every attempt has been made to avoid technical terminology there are occasions where names which have a legislative meaning are used. Where this is the case a glossary of terms is provided at Appendix C to assist the reader. The relationship between different documents is shown in Appendix A.



### **3. Programme of work for 2020-2023**

#### **Local Plan**

- 3.1 The Council's priority within the three year period is to prepare and submit a new Local Plan and see it examined by the Secretary of State.
- 3.2 The Local Plan will build on the strategy contained within the Core Strategy, setting out the strategic and detailed policies to deliver the Council's vision for Charnwood up to 2036. It will take account of the commitments for housing, employment and other developments across Charnwood, including the existing strategic allocations for Sustainable Urban Extensions and the Loughborough Science and Enterprise Park. It will identify and allocate further sites in the borough needed to meet the needs of the community, including specific sites for development, and designations that reflect special character or that require protection. It will also set out specific policies and criteria against which planning applications for the development and use of land and buildings will be considered. The Local Plan will include a policies map for the whole Borough.
- 3.3 Full details of the Local Plan and its milestones are set out at Appendix B. The Local Plan has been prepared to respond to the Leicester and Leicestershire Strategic Growth Plan which has been approved by all ten partner organisations. The Growth Plan was approved by this Council at the Council meeting on 5<sup>th</sup> November 2018. Consultation was undertaken on the scope of the new Local Plan in 2016 (in accordance with Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012. In April 2018 an informal consultation was undertaken on the issues and options available for the new plan; titled 'Towards a Local Plan for Charnwood'. A Draft Local Plan was then prepared and consulted upon in November 2019 and is available to view here: [https://www.charnwood.gov.uk/local\\_plan\\_review](https://www.charnwood.gov.uk/local_plan_review). The next stage in the preparation of the Local Plan will be the preparation of a Pre-submission Local Plan for further consultation prior to submission. The long term programme for the preparation of the Local Plan is:
- Draft Local Plan – October 2019
  - Pre-submission consultation – October 2020
  - Submission to the Secretary of State – January 2021
  - Inspector's Report published – December 2021
  - Adoption – January 2022

#### **Leicester and Leicestershire Strategic Growth Plan**

- 3.4 Charnwood is part of the wider housing market for Leicester and Leicestershire and all of the Councils in this area work together to understand the need for homes and jobs and how to plan for them through their local plans in a coordinated way. A Strategic Growth Plan has been prepared which sets out the amount of homes and jobs needed and the agreement on their distribution across Leicester and Leicestershire between 2011 and 2050. A Strategic Growth Statement was published in Summer 2016 and a draft plan was the subject of consultation in Spring 2018. Following consultations with residents, businesses, organisations and other key

stakeholders the plan was approved by all Councils at a series of meetings held during November and December 2018.

- 3.5 The relationship between the Charnwood Local Plan and the Strategic Growth Plan is an important one, as the local plan takes its lead from the Growth Plan's broader strategy and the numbers of homes and jobs required in Charnwood. The development strategy for Charnwood is a key component of the local plan and can only be identified and tested now the Strategic Growth Plan has been approved. The Council will continue to be heavily engaged in this strategic work during the period covered by this Local Development Scheme, including a Statement of Common Ground, which is currently being prepared with the other authorities in the HMA and the programme for the Charnwood Local Plan reflects this. The relationship between the Charnwood Local Plan and the Strategic Growth Plan is recognised in the risk assessment in Section 5.

### Supplementary Planning Documents

- 3.6 Supplementary Planning Documents provide guidance on how existing planning policy should be used and interpreted when developing proposals and taking decisions on planning applications. The Core Strategy identified a need for three Supplementary Planning Documents and the first of these, a Housing SPD was adopted in May 2017. The second, a Design SPD was recently adopted in January 2020. The remaining SPD is to provide guidance on:

- **Planning Obligations:** to provide guidance on the interpretation and use of Core Strategy Policy CS24: Infrastructure and Delivery

- 3.7 The Council expects to significantly advance the Planning Obligations SPD within the three year programme of this Local Development Scheme.

### Community Infrastructure Levy (CIL)

- 3.8 The Council has previously explored the potential for introducing a Community Infrastructure Levy charging schedule and infrastructure list. The Community Infrastructure Levy is a charge that local authorities can levy on most types of new development in their areas based on the size, type and location of the development proposed. The funding secured can be used towards delivery of infrastructure set out on the infrastructure list. However, the Council's major growth proposals set out in the existing Core Strategy are supported by individual Section 106 legal agreements to secure the infrastructure necessary to mitigate their impacts. As a result, the benefits of a CIL Charging Schedule are much reduced. The Council will consider whether CIL is necessary to deliver the proposals set out in the new Local Plan, but substantive work is not programmed within the three year programme set out in this Local Development Scheme.

### Statement of Community Involvement

- 3.9 A Statement of Community Involvement (SCI) sets out how a Council intends to consult and involve the community in the preparation and review of local development documents and in development management decisions. The

Charnwood Statement of Community Involvement was published in January 2014. The Council will consider whether to review the SCI within the three year programme set out in this Local Development Scheme.

### **Neighbourhood Development Plans**

- 3.9 The Localism Act makes provisions for Neighbourhood Development Plans to be prepared. More commonly referred to simply as Neighbourhood Plans, they are a community-led document initiated through a Parish/Town Council or Neighbourhood Forum and ultimately adopted by the Council as part of the development plan.
- 3.10 A number of parishes have or are in the process of producing Neighbourhood Plans. The Council provides support to Neighbourhood Forums to help them prepare these plans and will work with Town and Parish Councils and other designated groups to accommodate this work within the existing and emerging policy framework. This Local Development Scheme does not prescribe a timetable for those documents as they are community led by the appropriate Neighbourhood Forum and not Charnwood Borough Council. However, within the three year period covered by this Local Development Scheme significant work is anticipated for at least six Neighbourhood Plans for Anstey, Queniborough, Rearsby, Rothley, Woodhouse and The Wolds Villages. These plans have the potential to join the Neighbourhood Plans for Thurcaston and Cropston, Barrow upon Soar, Quorn, Sileby and Thrussington as being 'made' by the Council and forming part of the development plan for the relevant parish area.

## **4. Project Management and Resources**

- 4.1. The Local Plan is managed day to day by the Group Leader of the Plans, Policy and Place Making Group under the direction of the Head of Planning and Regeneration. The Local Development Framework Project Board (LDF Board) provides oversight and is made up of the Chief Executive, the Strategic Director for Housing, Planning & Regeneration and Regulatory Services, the Lead Cabinet Member for Planning, Inward Investment and Tourism and the Leader of the Council.
- 4.2. The Planning Policy Team provides the bulk of the Council's resource to progress the Local Plan but specialist expertise is drawn from across the Plans, Policies and Place-making Group and elsewhere across the Service when required. The close relationship between the Local Plan and the Council's corporate priorities allows additional support to be drawn from across the Council on specific corporate activities.
- 4.3. Budgetary provision is sought on an annual basis based on the Service Delivery Plan and Local Development Scheme programme. Specific costs relating to the submission of documents and the Examination process are identified in the Council's Medium Term Financial Plan.
- 4.4. The challenge of delivering growth is recognised. The Council is delivering the Local Development Scheme in a project managed environment, supported by appropriate resources.

## 5. Risk Assessment

- 5.1. An assessment has been carried out of the factors that could affect the ability of the council to deliver the Local Plan in accordance with the indicated programme. Actions to manage these risks have been identified.

Risk Identified	Likelihood/Impact	Management Action
Programme slippage	<p><b>Medium/Medium</b></p> <p>The Council is expected to meet the milestones in the Local Development Scheme. Failure to deliver against the key milestones will be damaging to the reputation of the local planning authority and the absence of up to date planning policies will hamper the realisation of the Council's vision and lead to unplanned developments in the Borough. The deadlines for preparing the Local Plan are very challenging given the emphasis on community engagement and the potential for development industry interest.</p>	<p>The Local Development Framework Project Board will carefully monitor progress and give priority to achieving the key milestones set out in the Local Development Scheme.</p>
Staff resources	<p><b>Low/High</b></p> <p>The Planning Policy Team currently has a stable and experienced staff resource. However, staff changes will impact on the production of the local plan.</p>	<p>Ensure that sufficient staff resources with the necessary experience and expertise are available for the production of the local plan, supplementary planning documents and manage competing work priorities, utilising agency resources as required</p>
Financial resources	<p><b>Low/High</b></p> <p>Sufficient financial resources are required to prepare the local plan and supplementary planning documents including for consultancy support, consultation and the examination process.</p>	<p>Ensure the Local Development Scheme informs the council's Medium Term Financial plan.</p>
Competing work priorities	<p><b>High/Medium</b></p> <p>The Planning and Regeneration Service is involved in a wide range of spatial policy work. Work to implement the Core Strategy, engage and support the Strategic</p>	<p>The high priority of the Local Plan is recognised and at certain times other work will have to take a much lower priority. Where this is not possible</p>

Risk Identified	Likelihood/Impact	Management Action
	Growth Plan, Neighbourhood Plans and any major unplanned developments will weigh heavily on staff resources especially with respect to appeals.	consideration is given to outsourcing work to other local planning authorities or consultants.
Level of public interest cause delays	<b>Medium/High</b> Public interest in the Local Plan has been high during previous consultations	Resources are drawn from across the Planning and Regeneration Service at appropriate times to ensure representations are dealt with.
Lack of capacity of statutory agencies to respond and/or engage	<b>Low/High</b> Decisions taken nationally to change the resources of statutory agencies, and their capacity to manage local plan consultations and other work, may cause delays to the programme	The Local Development Scheme provides forward notice of the council's Local Plan programme. Maintain contact with key agencies to minimise prospect of slippage
Change in national policy/legislation	<b>Medium/High</b> Changes to the statutory process or new substantive policy which affects the content and direction of local policy preparation and decisions may cause delays to the programme.	The Council will carefully monitor new policy and legislation and give priority to managing any impacts on the key milestones set out in the Local Development Scheme
Slippage in strategic evidence/planning or Duty to Cooperate Matters	<b>Medium/High</b> Strategic evidence for homes, jobs and transport will help define the relationship between Charnwood and the wider housing market area and the role of the Charnwood Local Plan. Any delays to this strategic work may cause Duty to Cooperate issues and cause delays to the programme.	The Council will be represented in this strategic work and will carefully monitor and give priority to managing any impacts on the key milestones set out in the Local Development Scheme. A Statement of Common Ground is currently being prepared with the other authorities in the HMA.



## Appendix A: Charnwood Local Plan and Supporting Documents



## Appendix B: Local Plan Profile

Overview	
Title	Charnwood Local Plan
Role and content	<p>Sets out the strategic policies to deliver the Council's vision for Charnwood up to 2036 within the strategic framework set by the Strategic Growth Plan 2011 - 2050</p> <p>Addresses the spatial implications of strategies prepared by other key bodies including the Strategic Growth Plan for Leicester and Leicestershire to be prepared jointly by the local authorities for the area.</p> <p>Identifies land use sites needed to meet development needs to 2036.</p> <p>Sets out specific criteria against which planning applications will be considered.</p> <p>Provides land use designations for the protection and management of natural resources.</p> <p>Includes a proposals map on ordnance survey base to identify specific policies and proposals for development or use of land.</p>
Coverage	Borough wide
Status	Development Plan Document
Chain of Conformity	In accordance with legislation, case law and national planning policies.

Timetable	
Start	April 2016
Scoping and Issues (Regulation 18)	July/August 2016
Draft plan consultation	November 2019
Publication (Pre-Submission Consultation) (Regulation 27)	October 2020
Submission (Regulation 30)	January 2021
Examination hearings	Summer 2021
Adoption and publication of the DPD	January 2022

Management arrangements	
Organisational Lead	Head of Planning and Regeneration Services
Lead Officer	Group Leader Plans, Policies and Place-making
Management Arrangements	LDF Project Board; Cabinet and Full Council; Growth Advisory Group



Resources required	Charnwood Senior & Core Management Team; Planning and Regeneration Service; Housing Service; Neighbourhood Services; Open Space and Waste Service; Leisure and Culture Service; Finance and Property Services; Strategic Support Service; Leicestershire County Council including Highway Authority and Education Authority; Leicester City Council including Highway Authority and Education Authority.
Community and Stakeholder involvement	Parish and Town Councils, partner organisations, and others as identified in the Regulations and the Statement of Community Involvement.
Monitoring and review	Annual Monitoring Report

## Appendix C: Glossary of Terms

Annual Monitoring Report (AMR)	An annual document that reports the progress made on plan preparation compared to the Local Development Scheme and the delivery of local plan policies including housing and employment delivery.
Core Strategy	A statutory planning document setting out the spatial vision and strategy for the Borough including key policies, proposals and strategic allocations to deliver the vision.
Development Plan Document (DPD)	Statutory documents prepared by the local planning authority with rigorous community involvement and consultation. They are subject to an examination in public by an independent Planning Inspector appointed by the Secretary of State.
Development Plan	Any adopted Development Plan Documents make up the Development Plan. Under the Planning Acts the Development Plan is the primary consideration in deciding planning applications.
Local Development Framework (LDF)	A binder of documents that provide the planning policies for the area.
Local Development Scheme (LDS)	A document that outlines the Council's three year programme for preparing the Local Development Framework.
Local Plan	The plan for the future development of the local area, drawn up by the local planning authority in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. Current core strategies or other planning policies, which under the regulations would be considered to be development plan documents, form part of the local plan. The term includes old policies which have been saved under the 2004 Act.
Neighbourhood Development Plan	The Regulatory title for a planning document which may be initiated and prepared by Parish and Town Councils or Neighbourhood Forums. Following robust consultation, independent examination and a local referendum they

	become 'made' (essentially adopted) by the Council as part of the statutory development plan. They are generally referred to as Neighbourhood Plans and must be prepared in general conformity with the Local Plan.
Spatial planning	A more comprehensive approach to town planning than simple 'land-use' planning, it coordinates the development and use of land with other policies and programmes to benefit places and how they function.
Statement of Community Involvement (SCI)	A document outlining the approach of the authority to involving the community in preparing planning policy and considering significant planning applications.
Strategic Growth Plan	A non-statutory planning document that sets out the spatial planning framework for Leicester and Leicestershire.
Supplementary Planning Documents (SPD)	Documents that provide guidance on how to use and interpret planning policies when developing proposals or taking decisions.
Sustainability Appraisal (SA)	An appraisal of the social, economic and environmental implications of a strategy, policies and proposals. Will ensure that proposals contribute to the achievement of sustainable development.
Sustainable development	Meeting our own needs without prejudicing the ability of future generations to meet their needs.

## CABINET – 12TH MARCH 2020

### Report of the Head of Neighbourhood Services Lead Member: Councillor Deborah Taylor

#### Part A

#### ITEM 10 CHARNWOOD GRANTS – ROUND FOUR – 2019/20 COMMUNITY FACILITIES AND COMMUNITY DEVELOPMENT AND ENGAGEMENT GRANT APPLICATIONS

##### Purpose of Report

To enable Cabinet to consider applications received for funding in round four of the Community Facilities and Community Development and Engagement Grants schemes for 2019/20.

##### Recommendations

1. That the following Community Development and Engagement Grants be awarded:
  - £2,000 to Without Walls Christian Fellowship towards a Singing Café;
  - £4,500 to Artspace Loughborough Ltd towards the “Into the Outwoods Sculpture Trail” (£2,500 to be awarded through the Community Development and Engagement Environmental Grant scheme, and £2,000 through the Loughborough Community Grant scheme), subject to them securing the remainder of the external funding applied for;
  - £2,500 to The African Caribbean Club towards general running costs;
  - £3,500 to Exaireo Trust towards an “Exaireo Re-use – office chair project” (to be awarded through the Community Development and Engagement Environmental Grant scheme);
  - £4,750 to Grange Park Centre towards The Arc Community Hub Youth Club (£4,000 to be awarded through the Community Development and Engagement Grant scheme, and £750 through the Loughborough Community Grants scheme).
  
2. That the following Community Development and Engagement Grant applications be deferred:
  - Falcon Support Services - £10,000 requested – applied for funding towards a “Recycle it at the Falcon Centre” project;
  - The Crop Club CIC - £9,765 requested – applied for funding towards an “Urban Edible Landscape” project;
  
3. That the following Community Development and Engagement Grant applications be declined:

- Dementia UK - £10,000 requested – applied for funding towards running costs for the Watermead and Beacon Admiral Nurse Service;
  - The Carers Centre - £8,750 requested – applied for funding towards “Empowering You” sessions for carers;
  - Malika Glover (Individual Grant) - £50 requested – applied for funding towards the cost of an expedition to Tanzania with students from Charnwood College.
4. That the following Community Facilities Grant application be declined:
    - Syston and District Volunteer Centre - £16,000 requested – applied for funding towards the reconfiguration and renovation of their existing offices
  5. That the Head of Neighbourhood Services be given delegated authority to finalise the terms and conditions of the awarded Community Development and Engagement Grants.

### Reasons

1. To provide financial support to organisations which meet the criteria of the Community Development and Engagement Grants and Environmental schemes in terms of community and organisational need and to use funding provided through the Loughborough Grants scheme to support projects in Loughborough.
2. To enable further work to be undertaken with the applicant to see whether the application can be improved and strengthened.
3. To decline to provide financial support to organisations which do not meet the criteria for the award of a grant under the Community Development and Engagement Grant scheme.
4. To decline to provide financial support to organisations which do not meet the criteria for the award of a grant under the Community Facilities Grant scheme.
5. To enable the grants awarded to be finalised and appropriate information to be supplied to the Council about the outcomes of the project.

### Policy Justification and Previous Decisions

The Council’s Corporate Plan 2016-20 makes a commitment to make sure that Charnwood is a great place to live for families by creating a safe, secure and caring environment and to provide opportunities for participation in social, leisure and cultural activities and in community life. It aims to make Charnwood an attractive place for all by funding community groups and providing a range of diverse opportunities and events.

The Council's Corporate Plan 2016-2020 was approved by Council on the 29<sup>th</sup> February 2016. A review of the existing grants criteria was undertaken at this time and it was concluded that the existing criteria were still appropriate and aligned with the priorities of the Corporate Plan 2016-2020.

### Implementation Timetable including Future Decisions and Scrutiny

The Community Development and Engagement Grants considered in this report will be released, providing they are approved, once the applicants have met any required payment conditions. Grant payment terms will be on a grant by grant basis, depending on the nature of the organisation/project and level of grant awarded. Payment may be made in stages, and copy invoices, or proof of project expenditure, requested.

### Report Implications

The following implications have been identified for this report.

### Financial Implications

#### *Community Facilities Grant Funding*

The balance remaining for the Community Facilities Grants budget after Round 3 2019/20 was £61,533. Only one application was received for funding in Round 4 2019/20, but was declined by the grants panel and therefore the balance remains at £61,533 for future rounds of Community Facilities Grants.

#### *Community Development & Engagement Grant Funding*

The 2019/20 budget for Community Development and Engagement Grants is £66,500. The balance after Round 3 was £8,500.

This Round 4 report recommends that 5 applications are supported totalling £17,250, with £8,500 of this amount being funded through the Community Development and Engagement grants scheme, £2,750 being funded through the Loughborough Community grants scheme and £6,000 being funded through the Environmental Grants Scheme. This will commit all of the 2019/20 Community Development and Engagement Grants budget. The outstanding Environmental Grants balance of £5268 will be carried forward to 2020-21.

#### *Loughborough Community Grant Funding*

Cabinet at its meeting on the 21<sup>st</sup> January 2016 (min 93) approved the recommendation that the Head of Neighbourhood Services be given delegated authority to allocate any grant budget for schemes in Loughborough that are funded through the Loughborough Special Expenses between the Loughborough Community Grants fund (maximum £2,000) and a budget within the Community Development and Engagement Grants fund (maximum £10,000) ring-fenced for schemes based in Loughborough. This was to enable the budget for funding schemes in Loughborough to be more flexibly allocated between large and small applications.

The intention as outlined above is to allocate a total of £2,750 from the Loughborough Community Grants budget towards Loughborough based projects submitted by Artspace Loughborough Ltd (£2,000) and Grange Park Centre (£750). This will leave a balance of £0.00 for Loughborough Community grants.

*Community Development and Engagement - Environmental Grant Funding (External funding provided by Serco)*

Serco have agreed to provide £20,000 per year to Charnwood Borough Council (CBC) for grants to projects that deliver environmental outcomes. They have made a commitment to provide this funding for three financial years (2017/18, 2018/19 and 2019/20). They will also be providing funding for a further year for 2020/21.

The ring-fenced budget for environmental projects in 2019/20 is £23,060, as the underspend of £3,060 from 2018/19 is available, as the external funding is ring fenced for this purpose. The balance after Round 3 for 2019/20 was £11,268. It is recommended to award a total of £6,000 for applications for projects which have been received in Round 3 for 2019/20 which have an environmental aspect, therefore the balance is now £5,268.

For all grants schemes once a grant has been awarded the recipient has 12 months in which to complete their project and draw down the grant funding. Therefore it is expected that the above grants will be drawn down over the next 12 month period, i.e. during both 2019/20 and 2020/21, dependent upon when the projects start, reach agreed milestones and are completed.

Risk Management

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
Grants do not deliver the objectives of the Grants scheme	Remote (1)	Minor (1)	Very Low (1)	The grants have been assessed against the criteria and will be supported with appropriate monitoring information.

Equality and Diversity

There is a requirement in the grants criteria for each organisation that applies to either have their own Equal Opportunities Policy or provide a statement that the organisation will abide by the Council’s Equal Opportunities Policy.

In addition an Equality Impact Assessment has been completed and attached at Appendix 2.

## Crime and Disorder

The grants criteria specifically cover crime and disorder with projects needing to outline how the proposed project reduces the impact of crime and anti-social behaviour and promotes stronger, cohesive and balanced communities.

## Sustainability

Many of the grants criteria are concerned with sustainability.

Key Decision: Yes

Background Papers: None

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## **Part B**

### Charnwood Community Grants Criteria

1. At its meeting on 12th April 2012, Cabinet agreed the revised Community Grants Criteria to reflect the changes in the Council's Corporate Plan.

The Council's new Corporate Plan 2016-2020 was approved by Council on the 29<sup>th</sup> February 2016. A review of the existing grants criteria has been undertaken and it was concluded that the existing criteria was still appropriate and aligned with the priorities of the new Corporate Plan 2016-2020.

### Community Facilities Grants

2. The criteria include the following:
  - That the maximum amount awarded would be £20,000 (was previously £30,000) for projects that link well into the Council's Corporate Plan and can achieve wider community benefits.
  - That the scheme would support up to 50% of the cost of feasibility studies, with an upper limit of £5,000.
3. Schemes are scored using an assessment matrix which looks for:
  - Well prepared schemes, with a realistic costing of the work, and projects that are well targeted, have good local support and a strong input from volunteers.
  - Projects that link well into the Council's Corporate Plan and can achieve wider community benefits.
  - Applications from organisations with a strong local base and full accessibility to the community.
  - The need of the community for the facility and the need of the organisation for the funding.
4. The assessment matrix produces a maximum score of 100. A scheme scoring below 30 on the matrix is recommended for refusal and the Grants Panel will provide feedback to the community organisation on the reasons why it was not successful. Where a scheme scores between 30 and 40 on the first assessment the Grants Panel will work with the community organisation to see whether the bid can be improved and strengthened. Schemes scoring 40 and above are normally recommended for approval. However applicants seeking a large grant which scores only just over 40 are advised that they may only receive part of the money they have applied for.

### Community Development and Engagement Grants

5. The criteria include the following:
  - Maximum amount to be awarded is £10,000.
  - Provides funding for projects delivered by the voluntary and community sector
  - Must be available for the wider community

6. All applications are assessed against two measures of need: how the project meets the Council's aims and objectives in meeting identified community needs and the organisational need of grant funding from the Council to enable the project to succeed. Both measures seek to demonstrate the value for money to be obtained in providing grant funding. Twelve criteria are used to assess community need based on the aims and objectives set out in the Corporate Plan.
- How does your project promote stronger, cohesive and balanced communities (in particular encouraging people from different backgrounds to get along together)?
  - How does your project involve volunteers and how will volunteers be supported and developed?
  - How does your project promote and support physical health and well-being (in particular healthy eating, physical activity, sexual health and reduced substance misuse)?
  - How does your project promote and support improved mental health and emotional well-being?
  - How does your project reduce the impact of crime and/or anti-social behaviour?
  - How does your project improve the quality of life of people living in priority neighbourhoods?
  - How does your project improve the well-being of residents through acknowledging their diverse needs?
  - How does your project enable children, young people and older people to make a positive contribution to the communities in which they live?
  - How does your project enable older people to live independent lives?
  - How does your project promote access of local people to green spaces and the countryside?
  - How does your project add value to Charnwood's commitment to reduce the impact of climate change?
  - How does your project help promote local businesses to prosper and develop vibrant towns and villages, and support rural enterprise?
7. Five criteria are used to assess the need for the Council to provide grant funding. Organisations must demonstrate that their projects are prepared and managed well and will be encouraged to explore other funding sources where appropriate.
- Has a realistic total cost and timetable for the project been identified after being researched, for example through obtaining quotes or using reliable information from previous years?
  - Have efforts been made to obtain other funding to enable the project to begin and is the amount sought from the Council necessary to secure match funding or because other sources of funding are not available?
  - What balances and reserves are available and has using these to fund the activity been considered?
  - Is the proportion of the cost of the project the Council is being asked to fund justified?

- No specific geographically based conditions or targets are applied to grant awards but the geographical distribution of grants across the Borough is taken into account.

8. Applications are assessed qualitatively against these criteria and rated high, medium or low. These ratings are converted to a score on the following basis which rewards those applications which rate highly in meeting community need and provide a maximum possible score of 97.

*Table 1 – Conversion of rankings into scores*

Ranking	Community Need Score	Organisation Need Score
HIGH	6	5
MEDIUM	2	3
LOW	1	1
Maximum Score	72	25

Levels for funding

Score	Level of funding
Less than 30	Nil
30 – 40	Some of grant funding applied for
More than 40	Most or all of funding applied for

#### Community Facilities Grant Applications

9. One application was received for a Community Facilities Grant in Round 4 for 2019/20. The application was assessed against the grants criteria and found ineligible for funding.

#### **System and District Volunteer Centre – Not scored – Recommendation to decline**

10. System and District Volunteer Centre promote and sustain personal independence and community and family ties through the provision of subsidised transport and other volunteer-led services: harnessing and directing local volunteer energies and skills to meet community and individual needs

11. The application is to reconfigure and renovate the existing office layout within the single story, two room premises to improve working conditions and disabled access.

12. The benefits of the project include:

- Improvement to currently cramped working conditions and create more attractive environment
- To improve disabled access
- To provide space for more recruitment of volunteers

13. The application of £16,000 is for 35.9% of the total scheme costs of £44,500

14. The panel were unable to score the application due to it not being eligible for funding and recommends the application be declined.
15. Whilst the panel noted the benefits that the project would bring to the organisation, as the application is for building works for the refurbishment of the Syston and District Volunteer Centre offices it would not create a usable community facility, it means that the application does not meet the criteria of the scheme.

#### Community Development & Engagement Grant Applications

16. Ten applications were received for funding in Round 4 for 2019/20. Ten applications have been assessed against the criteria, five have been recommended for approval, two have been recommended for deferral, and three have been recommended for declining.

#### **Without Walls Christian Fellowship – Score 31.6 - Recommendation to award up to £2,000**

17. Without Walls Christian Fellowship is a charity working in Leicestershire, and was established in October 2006. They began their ‘Singing Café’ project six years ago and have been successful in reaching and helping people with mental health challenges such as Dementia, memory loss and other issues. Their focus is to care for and look after people, relieve suffering and provide a safe place. Faith is not promoted in this venture. The organisation runs a total of six cafes across Leicestershire as their work is in demand across the county. This application is regarding the cafes operating in Loughborough and Shepshed.
18. The organisation is applying for funding towards general running costs, including café resources, IT equipment, a sessional worker, room hire and advertising, to ensure that they can continue to provide this much needed resource. The Singing Cafés enhance the lives of those who attend and help improve their mental and physical health. They provide a setting where people can attend with their carers, connect with others facing similar life challenges and enjoy an activity which has proven scientifically to help the brain and the whole body.
19. The benefits of the project include:
  - Positive impact on memory, relationships with carers/family, and general mental health well-being;
  - Reduces isolation for people with dementia and other mental health issues, and their carers.
20. The application identifies strong links with the following aims and objectives set out in the Council’s Corporate Plan:
  - Promotes and supports improved mental health and emotional well-being;
  - Improves the well-being of residents through acknowledging their diverse needs.

21. The application was deferred by Cabinet at the last round of applications, as the Panel had been unable to score the application due to needing further clarification regarding the organisation's governance arrangements, and had recommended that the group be referred to Voluntary Action LeicesterShire to do further work around these issues. In addition, the group were also asked to look at their costings and have now re-calculated their costs over 48 weeks.
22. The application of £3439 is for 27.8% of the total cost of £12,363.
23. The Panel scored this scheme at 31.6 and recommends that a grant of up to £2,000 be awarded.
24. The Panel feel that the organisation has now satisfied the concerns raised previously about governance. The application did not score highly on the criteria set for Community Development and Engagement grants, the Panel felt that some of the associated costs were on the high side and could be reduced and therefore the panel have recommended a reduced award.

**Artspace Loughborough Ltd – Score 37.8 - Recommendation to award up to £4,500 (£2,500 to be awarded through the Community Development and Engagement Environmental Grants scheme, and £2,000 through the Loughborough Community Grants scheme) subject to them securing the remainder of the external funding applied for**

25. Artspace Loughborough Ltd was established in 1997, and aims to
  - increase the number and range of people experiencing and participating in the arts, particularly through the removal of physical and attitudinal barriers;
  - Encourage collaborative work/projects with other organisations when that work is to the mutual advantage of both parties and in the interest of the development of the arts.
26. The organisation is applying for funding towards a sculpture trail, following on from the success of their 6-week Sculpture Trail last year. The proposal is to extend the duration of the project to 3 months in 2020, which will include the school summer holidays. The theme for the trail and workshops will be 'Sustainability and The Natural World'. Several artworks from last years trail will return to the Outwoods, including large scale willow figures and small ceramic tree people. Adding to these will be new work from 12 commissioned artists, as well as work created for the trail through community engagement projects. Further drop-in workshops and a short artist residency will take place once the trail has opened to further inspire and engage adults, young people and children, encouraging them to explore and reconnect with this ancient woodland.

With more emphasis on 'sustainability and the natural world', this year they will run a project with a local Primary School about the importance of the diversity of insects, creating large willow insects to become part of the trail along with drop-in workshops in the barn at the Outwoods. In two other community projects

they will work with Green Gym Volunteers and a Sileby youth group to create further work as part of the trail.

They will hold a 'Sculpture in the woods day' with four day long drop-in trail based workshops making work to take home as well as working on larger pieces to become part of the trail.

27. The benefits of the project include:
- The enhancement of people's relationships with art and nature, with physical, mental and emotional benefits associated with participation in art and the outdoors;
  - Workshops will engage and challenge adults, young people and children, enhancing their opportunity to experience and be inspired by the trail;
  - Will create stimulating artwork in an ancient woodland setting to engage and bring people together, creating a sense of community.
28. The application identifies strong links with the following aims and objectives set out in the Council's Corporate Plan:
- Promotes and supports improved mental health and emotional well-being;
  - Promotes access of local people to green spaces and the countryside;
  - Adds value to Charnwood's commitment to reduce the impact of climate change.
29. The application of £5,000 is for 19.2% of the total cost of £26,013.
30. The Panel scored this scheme at 37.8 and recommends that a grant of up to £4,500 be awarded. (£2,500 to be awarded through the Community Development and Engagement Environmental Grants scheme, and £2,000 through the Loughborough Community Grants scheme), subject to them securing the remainder of the external funding applied for.
31. The Panel feel that the project is offering more this year, over a longer period and including elements relating to climate change. Discussion included the possibility that the organisation could look into raising some income towards their project, and reduce what they need to bid for in grants each year, by inviting donations from people who attend and improving the sustainability of the project. The Panel recommended a reduced amount be awarded based on the project's score against the relevant criteria and also recommended that an element of the award be made from the Environment Grants scheme.

**The African Caribbean Club – Score 35.8 - Recommendation to award up to £2,500**

32. The African Caribbean Club is a new organisation which was established last year and is based at the United Reformed Church on Frederick Street in Loughborough. The Club believes that having communities with shared experiences and awareness of each other brings more racial harmony, understanding and tolerance. They are passionate about promoting / encouraging community integration and cohesion which will in turn lead to a healthy and progressive Loughborough community.

The African Caribbean population in Loughborough is growing rapidly, the population include families who have permanently settled in Loughborough and a large number of Loughborough College and University students. Although the African Caribbean population has increased, some of the people interviewed during the set-up of this club said they feel as if they are alone and at worst feel very lost and socially isolated. Most people agreed that if this loneliness/social isolation is not addressed their physical and mental health will be affected.

33. The organisation is applying for funding towards general running costs, including: rent; advertising and marketing; insurance; DBS checks and training; stationery; laptops; arts and craft supplies; specialist speakers; tutors for music/singing/dance lessons, and furniture and fittings for the after-school club.
34. The benefits of the project include:
  - The support, encouragement and empowerment of members (both children and adults) to reach their full potential, and ensuring that they become ambassadors for the town and club;
  - Opportunities for their members (children, young people and adults) to make positive contributions to the development and growth of the town and for them to participate and contribute to local events, activities and other economic/social development programmes earmarked for the town;
  - The development of inclusive and supportive learning and working environments where all individuals have the opportunity to fulfil their potential;
  - Support for people of all ages, challenging any discrimination and unfair treatment of others;
  - Reduction of isolation, and improvement of mental health.
35. The application identifies strong links with the following aims and objectives set out in the Council's Corporate Plan:
  - Promotes stronger, cohesive and balanced communities (in particular encouraging people from different backgrounds to get along together)
  - Promotes and supports physical health and well-being (in particular healthy eating, physical activity, sexual health and reduced substance misuse)
  - Promotes and supports improved mental health and emotional well-being
  - Promotes access of local people to green spaces and the countryside.
36. The application of £3,880 is for 100% of the total scheme costs.
37. The Panel scored this scheme at 35.8 and recommends that a grant of up to £2,500 be awarded.
38. The Panel feel that the scaled down project submitted following discussion with Council officers is more realistic and achievable. The Panel also queried the inclusion of some of the equipment proposed and some elements of the costings and have reflected this in the award recommended.

**Exaireo Trust – Score 30.8 - Recommendation to award up to £3,500 (To be awarded through the Community Development and Engagement Environmental Grant scheme)**

39. The Exaireo Trust was established in August 2008. They provide supported housing to single adults who would otherwise be homeless. Alongside accommodation, which is in shared houses across Loughborough (with one also in Coalville) they provide the following:

- One-to-one key work sessions;
- Adhoc help with issues as they arise;
- A dedicated addiction support programme (currently part-funded by CBC);
- A variety of confidence and health building activities including day trips, gym access and an annual outward bounds holiday;
- Exaireo ReUse – a paint and furniture re-use programme which provides a wide range of different work experience opportunities based from their warehouse at Weldon Road Industrial Estate.

40. The application is for funding towards the expansion of the Exaireo Re-use project. Exaireo Re-use is a furniture and paint reuse and recycling project which provides homes for surplus paint and donated furniture, whilst offering residents a variety of different work experience opportunities. The project currently operates four days a week. The organisation would like to expand the project to include the repair and refurbishment of office chairs, which will provide an additional work experience area and will enable the organisation to open on an additional day with the aim of reducing the amount of office chairs currently sent to landfill.

The application is for a 12-month pilot of the project, to assess whether it is a viable addition to their work. They will collect chairs and have a small team of paid staff and Exaireo residents working on them under the guidance of the Exaireo Re-Use Manager. Repaired, refreshed or refurbished chairs will then be available for sale to local businesses. At the end of the pilot, income generated will be invested back into the project, enabling the organisation to continue paying staff and buying materials, and thereby continuing the project.

41. The benefits of the project include:

- Provision of additional work experience options for the residents;
- A positive environmental impact in reducing the amount of chairs which are destroyed;
- Provision of an additional day when their paint and furniture can be viewed and purchased by the wider community;
- Exaireo residents will work together in a small team, with at least one employed previous resident, which will encourage the building of relationships and self-confidence;
- Improvement in general mental health and wellbeing.

42. The application identifies strong links with the following aims and objectives set out in the Council's Corporate Plan:



- Promotes and supports physical health and well-being (in particular healthy eating, physical activity, sexual health and reduced substance misuse)
  - Promote and support improved mental health and emotional well-being
  - Reduces the impact of crime and/or anti-social behaviour
  - Adds value to Charnwood's commitment to reduce the impact of climate change.
43. The application of £9,410 is for 100% of the total scheme costs.
44. The Panel scored this scheme at 30.8 and recommends that a grant of up to £3,500 be awarded. (To be awarded through the Community Development and Engagement Environmental Grant scheme).
45. The Panel feel that the project, whilst having a more commercial aspect than other recycling schemes currently run by the group, has benefit in having the potential to support the sustainability of existing community based projects by generating income. The Panel recommended a reduced award based on the scoring against the criteria for these grants, and also recommended that the amount awarded should come from the Environment Grant Scheme. In addition, the Panel are proposing supporting an initial 6 month pilot only.

**Grange Park Centre – Score 48.2 - Recommendation to award up to £4,750 (£4,000 to be awarded through the Community Development and Engagement Grant scheme, and £750 through the Loughborough Community grant scheme)**

46. Grange Park Centre has existed as a charity/project since July 2014, and opened the doors to the Arc Community Hub in November 2019, a brand new building in the Shelthorpe community. The project aims to improve quality of life and wellbeing, increase a sense of belonging and create community cohesion, providing long-term support for a community that has had issues for many years. The main aims and objectives are:
- Increasing access to supporting services for young people to improve their health and wellbeing;
  - Through access to life skills and activities and services young people will engage with the wider community, leading to better chances in life and increased community cohesion;
  - Increasing residents' sense of belonging and engagement in their local community, by providing regular social events, exercise classes, police and councillor drop-ins;
  - Increasing access to supporting services for older people in their locality to reduce feelings of isolation.
47. The application is for funding towards a youth club for the Arc Community Hub. Providing a youth club is a priority activity for The Arc, supported by local residents, the police and residents' associations, and they will be particularly targeting the age ranges and times of the week when anti-social behaviour is known to spike.

In October/November 2019 they engaged Go-Getta CIC to carry out "detached youth work" around parks on the Grange Park and Shelthorpe estates, finding young people to chat with them and find out what their needs were. The young

people spoke about there being nothing to do in the area and many described how they are outside from school closing up until 7-8pm. It was observed that many young people were beginning to congregate on the green outside the Centre for several hours in the evenings with little to do. Concerns were that this could then lead to boredom amongst the young people and eventually ASB on the estate.

A youth club has been running at The Arc since November 2019. It is a weekly club that runs from 6.15-7.45pm and is aimed at school years 6-8. Numbers have been increasing, with a membership of 23 at present. The young people attending have already shared that they have experienced issues around bullying, low self-esteem, difficulties making friends and body image. The workers are beginning to develop meaningful relationships with the young people to help build their confidence and promote a positive sense of identity amongst the group.

Additional funding through this grant scheme would enable:

- The purchase of extra equipment which will enable a range of activities to be offered to support the young people's personal and social development;
- The purchase of weekly consumables such as arts and crafts materials and cooking ingredients;
- The continuation of the youth club beyond May 2020, to pay for staffing and to offer extra detached youth work encouraging other young people to join the youth club.

48. The benefits of the project include:

- Improvement of life-skills and opportunities;
- Reduction of ASB through better choices;
- Engagement with young people will encourage their ownership of the community centre and local area;
- Fun, friendships built, and a support network for the young people;
- Improvement of physical and mental health.

49. Local Ward Councillors were consulted on the application and no comments were received.

50. The application identifies strong links with the following aims and objectives set out in the Council's Corporate Plan:

- Promotes stronger, cohesive and balanced communities;
- Promotes and supports physical health and well-being;
- Promotes and supports improved mental health and emotional wellbeing;
- Reduces the impact of crime and/or anti-social behaviour;
- Improves the quality of life of people living in priority neighbourhoods.

51. The application of £6,248 is for 100% of the total scheme costs.

52. The Panel scored this scheme at 48.2 and recommends that a grant of up to £4,750 be awarded. (£4,000 to be awarded through the Community

Development and Engagement Grant scheme, and £750 through the Loughborough Community Grant scheme).

53. The Panel feel that the project offers additional youth support to a targeted group, and the applicants can gain useful experience from providing the service. The application scored highly against the criteria but the award recommended is lower than that requested to reflect the relatively limited amount of grant funding remaining for this round and that there were elements of the application that could be reduced.

**Falcon Support Services – Not scored - Recommendation to defer to Round One 2020/21 of the Community Development and Engagement Grant scheme**

54. Falcon Support Services was established in 2001 and provides supported accommodation and community projects to those that are homeless, at risk of homelessness and/or vulnerable in their communities. They provide 80 bed spaces for the homeless and a day centre called the Drop In. They aim to relieve the hardship experienced by disadvantaged groups, regardless of age by:

- Promoting the dignity of vulnerable people;
- Providing high quality, stable, supportive environments and accommodation;
- Supporting the development of social and life skills necessary to prepare for future;
- Enabling vulnerable people to integrate into local community.

55. The organisation is applying for funding towards an environmentally friendly project, "Recycle It at the Falcon Centre", to meet the essential needs of homeless and vulnerable people living in Charnwood. The project will employ a part-time Reuse and Recycle Co-ordinator to generate donations from the community of Charnwood of clothing and furniture for reuse by local homeless and vulnerable people who are in desperate need of clothes and furnishings.

The project will involve:

- Employing a Reuse and Recycle Co-ordinator;
- Recruiting volunteers to work with the Co-ordinator and to assist with collecting, sorting and distributing donations of clothing and furniture;
- Renting storage space and organising van hire;
- Promotional campaign about specific needs of local people in relation to furniture and clothing; where such items can be delivered and how to arrange collection;
- Co-ordinator working closely with Falcon Support Services clients moving into their own tenancies to facilitate them selecting their choice of furniture from donated goods and arranging delivery on a convenient date and time;
- Co-ordinator arranging for distribution of clothing at Falcon Centre Drop-In sessions and at early morning breakfasts / evening soup runs for rough sleepers.

56. The benefits of the project include:

- Falcon Support Services clients moving into unfurnished tenancies can furnish their new accommodation from day one making it immediately a home and increasing their chances of maintaining a successful tenancy;
- Homeless and vulnerable people in Charnwood living in poverty can clothe themselves and their families and secure essential furnishings by visiting Falcon Support Services and meeting with the Co-ordinator to view all donations;
- The amount of furniture and clothing going to landfill in Charnwood will be reduced as people realise the direct benefit of their donations on local people;
- Charnwood's climate change strategy enhanced by supporting the council's goal to encourage an increase in the proportion of reuse and recycling and a reduction in waste to landfill.

57. The application of £10,000 is for 100% of the total scheme costs.
58. The Panel were unable to score the application and recommends that the grant application be deferred to Round One 2020/21 of the Community Development Grants scheme.
59. The Panel feel that there is scope for the recycled clothing element of the project to be developed further, but the Panel had unanswered questions and feel that a more detailed business plan for needs to be developed. The Panel are aware that there are other organisations working in this field which have been funded from Charnwood grants and there is scope for some partnership working, as well as working on skills development in the community.

**The Crop Club CIC – Not scored - Recommendation to defer to Round One 2020/21 of the Community Development and Engagement Grant scheme**

60. The Crop Club CIC has been operating since 2014 and was established as a CIC in March 2019. The core aim of The Crop Club is to reconnect people with growing food, nature and communities.

The key aims and objectives of The Crop Club are to:

- Simplify growing food, making it more accessible for all;
- Educate people on sustainability and protecting our environment;
- Reconnect people with homegrown and homemade food;
- Promote the diversity of foods available, particularly with heritage seeds;
- Encourage biodiversity with companion planting and natural ways to combat pests and support wildlife whilst discouraging the use of chemicals;
- Work within communities and neighbourhoods to support growing projects;
- Encourage sustainable lifestyles and educate about materials, resources and end of life options such as recycling and composting.

The Crop Club has been running as a not-for-profit, social enterprise structure since 2014. The business started trading in 2016, selling growing kits to the public and promotional giveaways to businesses and charities. The organization has experience delivering growing workshops to people of all ages and backgrounds. The organization has been involved with social innovation

projects between Masters students and The Old Rectory Museum and Fearon Hall.

61. The application is for funding towards the expansion of The Urban Gardeners project and creation of an edible landscape, engaging a wider audience and boosting health and wellbeing, particularly those with mental health and additional needs. The area will be the green space between Fearon Hall and All Saints Church as well as the land surrounding both buildings. Currently the area is often used as a cut through but not a destination. The group would like to create an area that people will use for recreation and relaxation. A grant award would support work to develop projects within the community around an edible landscape. The edible garden will be used as a venue for regular, weekly sessions for volunteers to learn how to grow food at home.

Last year they created a new community garden in front of Fearon Hall with reclaimed wood planters and All Saints are keen to have a number of these too which could be split for use by different groups such as Scouts, local Schools, LGBT groups, adult learning and Princes Trust. The project is designed to tie into the overall strategy and Council plans for the area. The organisation has already met with CBC Officers to discuss the issues and needs for the area. The early stage of the project will focus on engaging the local community and developing plans which are community led. Each week there will be a regular gardening afternoon open to people of different backgrounds.

The focus of The Crop Club is to help people grow food in small spaces, engaging them in healthier and more sustainable lifestyles. There will be activities related to healthy eating, natural crafting, mindfulness and wellbeing. Surplus food and plants grown will be used by the Fearon Hall Café, local community and also sold to raise funds for the project. All Saints Church have requested cut flower beds to be planted for a flower festival, which ties into the messages of spreading food not just for humans, but also for the local wildlife to increase biodiversity in the area.

62. The benefits of the project include:
- Gardening is proven to reduce stress, anxiety, loneliness and increase happiness and wellbeing;
  - The project aims to enhance relationships within the area and increase the numbers reached through the project;
  - The project will revitalise the lesser visited heritage zone of Loughborough and help encourage people to spend time in nature;
  - Will enable the organisation to work from Fearon Hall and the surrounding area for two days a week, which will help increase the number of participants and volunteers.

63. Local Ward Councillors were consulted on the application and comments were received as follows:

“£10,000 for a project such as this when the majority goes on salaries is not something I can support.”

"I see the first project very regularly when I pass the Fearon Hall. The wooden container project has been successful and I understand from meetings at Fearon Hall that it has helped and supported the well-being of local people. In my opinion this further project will make a positive use of a larger part of the Parish Green Area, which can sometimes be a concern because of anti-social behaviour. The learning activities, which are open to the wider community, add value to the lives of the service users. There will be more opportunities to grow food and flowers, the latter benefitting the local wildlife and it will show a greater commitment to our green areas and sustainability.

I know that the Fearon Hall is used by people from many age groups and backgrounds and having the expertise through links like the Crop Club enhances the lives of many of our residents."

64. The application of £9,765 is for 100% of the total scheme costs.
65. The Panel had a number of unanswered questions and felt at this point were unable to score the application and recommends that the grant application be deferred to Round One 2020/21 of the Community Development Grant scheme.
66. The Panel feel that they need to understand the outcome of an earlier, similar project before reviewing the application again. They also feel that there are opportunities to reduce costs and further develop the volunteers element of the project, as well as potentially working with other similar projects in the area.

### **Dementia UK – Score 20.3 - Recommendation to decline**

67. Dementia UK was founded in 1994 by the family of Joseph Levy, who had vascular dementia. This national charity is dedicated to providing compassionate, specialist dementia support for all families that need it through their Admiral Nurse Service. Admiral Nurses support people with dementia and their families, giving them expert guidance and practical solutions, helping them live more positively with dementia in the present, and face the challenges of tomorrow with more confidence and less fear.

Each local Admiral Nurse service is a partnership between Dementia UK and a host organisation, which include community based services, GP services, hospices, hospitals and care homes, as well as the national dementia helpline. Their goal is to increase the coverage of Admiral Nursing so that all families who need an Admiral Nurse can get access to one.

68. The application is for funding towards a new Admiral Nurse Service hosted by the Charnwood GP Network, covering the nine GP practices which make up the Watermead and Beacon Primary Care Networks. The service will be available for people with dementia and their families from peri-diagnosis, through the disease progression into end of life, and post bereavement where the needs of the family are complex. The Admiral Nurse will be based at Rosebery Medical Practice, but working flexibly out in the community and rotating between the surgeries.
69. The application of £10,000 is for 11.2% of the total scheme costs of £88,921.

70. The Panel scored this scheme at 20.3 and recommends that the grant application be declined.
71. The Panel feel that this type of provision should be funded from the health sector, whilst recognising that the work undertaken by this organisation is much needed.

### **The Carers Centre – Score 26.2 - Recommendation to decline**

72. The Carers Centre was established as a charity in 1996. Their aims and objectives are to:
- Enhance the quality of life of carers and their families;
  - Empower carers to maximise their rights and entitlements;
  - Raise public awareness of carers and their needs;
  - Raise awareness of the value of carers and their contribution to society;
  - Become a recognised centre of excellence.
73. The application is for funding towards “Empowering You” training sessions to upskill carers to enable them to feel more confident and empowered to carry on their caring roles safely. The areas that carers are reporting, through formal and informal consultations, that they need more support with are first aid, mindfulness/relaxation, carers rights, benefit checks, and ‘me time’ (crafts, leisure). This set of sessions will enable carers to concentrate on their mental health, practical skills, wellbeing, emotional wellbeing, improving confidence, and reducing social isolation. The information that they gather from the sessions will allow them to identify the extra support they may require and how to communicate this in meetings with professionals. This in turn will mean that meetings are more to the point and carers can selfadvocate. They would like to roll the programme out in five different areas of Charnwood.
74. The benefits of the project include:
- All backgrounds are welcome at the sessions, and they will be encouraged to participate and share their experiences from their own viewpoint, and to listen to others. This will enforce a stronger and more cohesive community;
  - Training carers to use skills such as mindfulness and relaxation;
  - Empowering carers and building their confidence and self-esteem;
  - Reduction of social isolation.
75. The application of £8,750 is for 100% of the total scheme costs.
76. The Panel scored this scheme at 26.2 and recommends that the grant application be declined.
77. The Panel feel that similar services were already available in the area, and that the application showed little connectivity or dialogue with the target group within

Charnwood or any linkages with other local organisations that are delivering similar activities.

**Malika Glover (Individual Grant) – Not scored - Recommendation to decline**

78. This application is for funding towards the cost of an expedition to Tanzania in the summer of 2021. Malika is a student at Charnwood College and has been offered the opportunity to travel to Tanzania along with other students. They will be taking part in projects such as building traditional housing for the local Tanzanian villagers and helping develop bigger schools for the children nearby. Costs will include all-inclusive travel, vaccinations and spending money, and Malika is planning to raise funds through activities such as car washes, cake sales and sponsored events.
79. The application of £50 is for 1.1% of the total scheme costs of £4,500.
80. The Panel did not score this application, due to it not meeting the criteria of the grants scheme, and recommends that the application be declined.
81. The criteria of the grants scheme states that grants to individuals will be considered in exceptional circumstances where an individual who is resident in the Borough has been selected to participate in an activity supported by a recognised national organisation. The Panel feel that the criteria has not been met in this instance.

Appendices

Appendix 1 - Community Facilities Grants Summary

Appendix 2 - Community Development and Engagement Grants Summary

Appendix 3 - Equality Impact Assessment



**APPENDIX 1**

**Round 4 2019/20 - Community Facilities Grants Summary**

**Opening Budget 2019/20 - £72,961**

**Balance remaining after Round 3: £61,533**  
**Balance remaining after this round: £61,533**

<b>Applicant</b>	<b>Project description</b>	<b>Amount applied for (£)</b>	<b>Total project cost (£)</b>	<b>Total score</b>	<b>Recommendation</b>
Grant ref 1270 Syston and District Volunteer Centre	Office re-configuration	16,000	44,500	Not Scored	Declined

**APPENDIX 2**

**Opening Budget 2019/20 - £66,500**

**Round 4 2019/20 - Community Development and Engagement Grants Summary**

**Balance remaining after Round 3: £8,500**

**Balance remaining after this round: £0**

<b>Applicant</b>	<b>Project description</b>	<b>Amount applied for (£)</b>	<b>Total project cost (£)</b>	<b>Community need score</b>	<b>Organisation need score</b>	<b>Total score</b>	<b>Recommendation</b>
Grant ref 1248 Without Walls Christian Fellowship	Singing café	6,772	8,400	16.6	15	31.6	Approve up to £2,000
Grant ref 1261 Artspace Loughborough Ltd	"Into the Outwoods Sculpture Trail"	5,000	26,013	21.6	16.2	37.8	Approve up to £4,500 (£2,500 through CDG Environmental, and £2,000 through LCG)
Grant ref 1263 The African Caribbean Club	General running costs	6,000	6,000	29.8	6	35.8	Approve up to £2,500

Grant ref 1264 Exaireo Trust	"Exaireo Re-use – office chair project"	9,410	9,410	19.2	11.6	30.8	Approve up to £3,500 (to be awarded through CDG Environmental)
Grant ref 1265 Grange Park Centre	The Arc Community Hub Youth Club	6,248	6,248	35.6	12.6	48.2	Approve up to £4,750 (£4,000 through CDG and £750 through LCG)
Grant ref 1262 Falcon Support Services	"Recycle it at the Falcon Centre" project	10,000	10,000	Not scored	Not scored	Not scored	Defer
Grant ref 1269 The Crop Club CIC	"Urban Edible Landscape" project	9,765	9,765	Not scored	Not scored	Not scored	Defer
Grant ref 1267 Dementia UK	Running costs for the Watermead and Beacon Admiral Nurse Service	10,000	88,921	8.3	12	20.3	Decline

Grant ref 1268 The Carers Centre	“Empowering you” sessions for carers	8,750	8,750	14.8	11.4	26.2	Decline
Grant ref 1260 Malika Glover (Individual Grant)	Expedition to Tanzania with students from Charnwood College	50	4,500	Not scored	Not scored	Not scored	Decline

## Charnwood Borough Council

### Equality Impact Assessment 'Knowing the needs of your customers and employees'

#### ■ Background

An Equality Impact Assessment is an improvement tool. It will assist you in ensuring that you have thought about the needs and impacts of your service/policy/function in relation to the protected characteristics. It enables a systematic approach to identifying and recording gaps and actions.

#### ■ Legislation- Equality Duty

As a local authority that provides services to the public, Charnwood Borough Council has a legal responsibility to ensure that we can demonstrate having paid due regard to the need to:

- ✓ Eliminate discrimination, harassment and victimisation
- ✓ Advance Equality of Opportunity
- ✓ Foster good relations

For the following protected characteristics:

1. Age
2. Disability
3. Gender reassignment
4. Marriage and civil partnership
5. Pregnancy and maternity
6. Race
7. Religion and belief
8. Sex (Gender)
9. Sexual orientation

What is prohibited?

1. Direct Discrimination
2. Indirect Discrimination
3. Harassment
4. Victimisation
5. Discrimination by association
6. Discrimination by perception
7. Pregnancy and maternity discrimination
8. Discrimination arising from disability
9. Failing to make reasonable adjustments

#### ■ Step 1 – Introductory information

Title of the policy	Community Development & Engagement Grant and Community Facilities Grant.
Name of lead officer and others undertaking this assessment	Julie Robinson
Date EIA started	May 2019
Date EIA completed	May 2018

■ **Step 2 – Overview of policy/function being assessed:**

Outline: What is the purpose of this policy? (Specify aims and objectives)
<p>Charnwood Borough Council recognises the value and contribution of individuals, voluntary sector organisations and other community-led projects and the benefits they provide to the residents of Charnwood.</p> <p>Through our Charnwood grant schemes we provide a range of grants to help these organisations, groups and individuals access the funding support they need.</p> <p>Three / Four times a year Cabinet considers applications for revenue funding for the Community Facilities Capital Grants and Community Development and Engagement Grants Schemes.</p> <p>It is the Councils aim to ensure the grants process is inclusive of all community groups and funding supports projects targeting individuals across a range of protected characteristics, as outlined in the Equality Act 2010.</p>
What specific group/s is the policy designed to affect/impact and what is the intended change or outcome for them?
<p>It is the Councils aim to ensure that the grants process is inclusive of all community groups and funding supports projects targeting individuals/ residents across a range of protected characteristics, as outlined in the Equality Act 2010.</p> <p>Analysis is therefore undertaken to ensure that the grants are distributed in a reasonable and proportionate manner.</p>
Which groups have been consulted as part of the creation or review of the policy?
<p>Evaluation takes place on successful applications to analyse whether there any gaps with regards to the protected characteristics in order to ensure the grants process is fair and equal to all. In particular analysis is undertaken to determine any barriers which may prevent specific community groups/ communities of interest from successfully applying or even applying at all to Charnwood Grants.</p>

■ **Step 3 – What we already know and where there are gaps**

List any existing information/data do you have/monitor about different diverse groups in relation to this policy? Such as in relation to age, disability, gender reassignment, marriage and civil partnership, pregnancy & maternity, race, religion or belief, sex, sexual orientation etc.

Data/information such as:

- Consultation
- Previous Equality Impact Assessments
- Demographic information
- Anecdotal and other evidence

- Analysis of successful Community Development & Engagement Grants, Loughborough Grants and Community Facilities Grants 2018/19

What does this information / data tell you about diverse groups? If you do not hold or have access to any data/information on diverse groups, what do you need to begin collating / monitoring? (Please list)

Number & total of grants awarded based on protected characteristic:

	Number of grants awarded	Total funding approved
<b>Age</b>	8	£28,425
<b>Disability</b>	9	£21,496
<b>Gender Reassignment</b>	0	£0
<b>Pregnancy &amp; Maternity</b>	1	£1300
<b>Race</b>	3	£9,010
<b>Religion or Belief</b>	N/A	N/A
<b>Sex/ Gender</b>	0	£0
<b>Sexual Orientation</b>	0	£0
<b>No Characteristic/ Wider Community</b>	18	£50,044
<b>TOTAL</b>	39	£110,275

N.B. The characteristic of Marriage and Civil Partnership was not included due to its status within the Equality Act 2010 legislation, as it is to protect individuals from discrimination in the employment law. The harassment provisions that relate to other protected characteristics do not apply to marriage or civil partnership.

It is acknowledged that some of the approved grants are towards projects which support individuals with multiple characteristics and those projects supporting the wider community have a wide range of beneficiaries.

#### ■ **Step 4 – Do we need to seek the views of others? If so, who?**

In light of the answers you have given in Step 2, do you need to consult with specific groups to identify needs / issues? If not please explain why.

Further equalities monitoring may be required for those projects which have applied and are deemed unsuccessful in order to identify any further issues or potential barriers.

However, at this stage of analysis it is felt the information currently held is sufficient to analysis trends and determine any barriers or negative impacts.

■ **Step 5 – Assessing the impact**

In light of any data/consultation/information and your own knowledge and awareness, please identify whether the policy has a positive or negative impact on the individuals or community groups (including what barriers these individuals or groups may face) who identify with any ‘protected characteristics’ and provide an explanation for your decision (please refer to the general duties on the front page).

	<b>Comments</b>
<b>Age</b>	There is a reasonable proportion of grant funding awarded to projects relating to Age. Of the grants awarded, there is a reasonable proportionate spread between projects for older and younger people. The process has therefore created a positive impact in relation to the protected characteristic of Age.
<b>Disability (Physical, visual, hearing, learning disabilities, mental health)</b>	There is a reasonable proportion of grant funding awarded to projects relating to disability. In addition it is acknowledged that some of the projects funded are cross- cutting and support individuals with multiple characteristics. Therefore, creating further positive impacts for people with disabilities. The process has therefore created a positive impact overall in relation to the protected characteristic of Disability.
<b>Gender Reassignment (Transgender)</b>	No projects have been specifically funded to support the protected characteristic of Gender Reassignment. The impact of this is neutral as there have been no applications to date. However it is acknowledged that specific marketing / promotion of Charnwood Grants could take place where specific support groups etc. meet for further awareness raising.
<b>Race</b>	There is some grant funding awarded to projects relating to Race. In additional it is acknowledged that some of the projects funded are cross- cutting and support individuals with multiple characteristics.
<b>Religion or Belief (Includes no belief)</b>	Whilst Charnwood Grants do not specifically support religious groups / activities, it does provide funding to these groups who are delivering activities for the wider community.  The impact is therefore neutral with regards to the protected characteristic of religion or belief with the acknowledged that wider benefits are created for the wider community.
<b>Sex (Gender)</b>	There is no specific grant funding awarded to projects relating to Gender. In addition, however, it is acknowledged that some of the projects funded are cross- cutting and support individuals with multiple characteristics. The process has therefore created a positive impact in relation to the protected characteristic of Gender.
<b>Sexual Orientation</b>	No projects have been specifically funded to support the protected characteristic of Sexual Orientation. The impact of this is neutral as there have been no applications to date. However it is acknowledged that specific marketing /



	promotion of Charnwood Grants could take place where specific support groups etc. meet for further awareness raising.
<b>Other protected groups (Pregnancy &amp; maternity, marriage &amp; civil partnership)</b>	There is some grant funding awarded to projects relating to these other protected groups, therefore the impact is positive. In addition it is acknowledged that some of the projects funded are cross - cutting and support individuals with multiple characteristics. Additional targeted promotional work will be undertaken.
<b>Other socially excluded groups (carers, low literacy, priority neighbourhoods, health inequalities, rural isolation, asylum seeker and refugee communities etc.)</b>	The grants which focus on the wider community have a wide range of benefits, particularly for residents from priority neighbourhoods or areas of deprivation and hard to reach sectors of the community.

Where there are potential barriers, negative impacts identified and/ or barriers or impacts are unknown, please outline how you propose to minimise all negative impact or discrimination.  Please note: a) If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately. b) Additionally, if you have identified adverse impact that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people.
No negative impacts or potential barriers have been identified. However it is acknowledged that specific marketing / promotion of Charnwood Grants could take place for the protected characteristics of Gender Reassignment, Pregnancy and Maternity and Sexual Orientation.
Summarise your findings and give an overview as to whether the policy will meet Charnwood Borough Council's responsibilities in relation to equality and diversity (please refer to the general duties on the front page).
It is the opinion that the Community Development & Engagement Grant and the Community Facilities Grant comply with Charnwood Borough Council's equality and diversity responsibilities. It will further promote equal opportunities and achieve positive outcomes.

■ **Step 6- Monitoring, evaluation and review**

Are there processes in place to review the findings of this Assessment and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?
Monitoring will continue on a quarterly and annual basis to assess the grant applications that are successful. Continuous monitoring and analysis will aim to identify gaps which may potentially highlight barriers or negative impacts towards specific community groups/ communities of interest.  Further equalities monitoring will be explored for those projects which have applied and are deemed unsuccessful, for the further identification of issues or potential barriers.
How will the recommendations of this assessment be built into wider planning and review processes? e.g. policy reviews, annual plans and use of performance management systems.
Where barriers/ negative impacts are identified, the mitigating action and progress against this will be included within the relevant service plan.

■ **Step 7- Action Plan**

Please include any identified concerns/actions/issues in this action plan: <b>The issues identified should inform your Service Plan and, if appropriate, your Consultation Plan</b>			
Reference Number	Action	Responsible Officer	Target Date
001	Continue to monitor the Grants on a quarterly and annual basis to assess the grant applications that are both successful and unsuccessful.	J. Robinson	March 2020

■ **Step 8- Who needs to know about the outcomes of this assessment and how will they be informed?**

	Who needs to know (Please tick)	How they will be informed (we have a legal duty to publish EIA's)
Employees	✓	This EIA will be published on the Council's website.
Service users	✓	
Partners and stakeholders	✓	
Others	✓	
To ensure ease of access, what other communication needs/concerns are there?	✓	

<b>Please delete as appropriate</b>
<b>I agree with this assessment / action plan</b>
<b>If <i>disagree</i>, state action/s required, reasons and details of who is to carry them out with timescales: N?A</b>
<b>Signed (Service Head): Julie Robinson</b>
<b>Date: 06.05.2019</b>

[Please send completed & signed assessment to Suzanne Kinder for publishing.](#)

## CABINET - 12TH MARCH 2020

### Report of the Head of Finance and Property Services Lead Member: Councillor Tom Barkley

#### Part A

#### ITEM 11 ANNUAL PROCUREMENT PLAN 2020/21

##### Purpose of Report

This report sets out the Annual Procurement Plan for Charnwood Borough Council for 2020/21. It is a requirement of the Council's Contracts Procedure Rules that this report is submitted for the consideration of the Cabinet at the beginning of each financial year.

##### Recommendations

1. That the contracts, over £25,000 and up to £75,000, listed in Appendix A be let in accordance with Contract Procedure Rules.
2. That the contracts, over £75,001 and up to £500,000, listed in Appendix B be let in accordance with Contract Procedure Rules.

##### Reasons

- 1 & 2. To allow contracts of the Council to be let in accordance with contract procedure rules.

##### Policy Justification and Previous Decisions

This links with the Council's strategic aim for a well-managed council.

##### Implementation Timetable including Future Decisions and Scrutiny

Contracts will be let in accordance with the timetables in appendices A and B.

##### Report Implications

The following implications have been identified for this report.

##### *Financial Implications*

There are no direct financial implications arising from this report as expenditure will be funded from existing budgets.

## Risk Management

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
Failure to follow the agreed Council Procedures and, as a consequence, not obtaining best value procurement	Unlikely (2)	Serious (3)	Moderate (6)	Wide circulation of 'reasons to meet the Rules' and provide advice to officers needing to use the Rules
Failure to follow EU procurement rules by not advertising in OJEU above a threshold.	Unlikely (2)	Serious (3)	Moderate (6)	Wide circulation of information relating to contract compliance, advice and service in placing requisite advert in OJEU for officers in service areas.

Key Decision: Yes

Background Papers: None

Officers to contact: Lesley Tansey  
Head of Finance & Property  
01509 634828  
[Lesley.Tansey@charnwood.gov.uk](mailto:Lesley.Tansey@charnwood.gov.uk)

## **Part B**

### Background

1. The Contract Compliance Rules require the Contract Compliance Officer to submit a report at the beginning of the financial year showing details of contracts to be let above £25,000 and below £500,000. In approving the report, Cabinet will agree for each contract the form of tender evaluation arrangements, whether the tender specification needs to be approved by Cabinet and whether authority is delegated to the Contract Compliance Officer to agree exceptions and open negotiation procedures.
2. Having an Annual Plan does not allow sufficient flexibility for goods and services that are found to be required during the year. Therefore, to avoid individual reports being submitted for each contract, and to encourage services to adhere to the Contract Compliance Rules, update reports will be produced with contracts to be let in the second, third and fourth quarters of the year.

### Procedure

3. Heads of Service have been contacted with a view to producing a plan for 2020/21 and details of all contracts that Heads of Service have asked to be included are given in the Appendices attached to this report. The contracts have been divided into those contracts estimated to cost between £25,000 and £75,000 and those contracts between £75,001 and £500,000.
4. For contracts up to £75,000, it is recommended that, in line with Quotation and Tender procedures the relevant Head of Service should deal with these by requesting 3 written quotations. In cases where a quotation other than the lowest is accepted, authority has been given to the Contract Compliance Officer to authorise a waiver or exception to the Contract Procedure Rules. Contracts falling under this authority have been itemised in Appendix A to this report.
5. For contracts in excess of £75,000, a written specification must be prepared, and tendering completed in line with Contract Procedure Rules. Contracts falling under this authority have been itemised in Appendix B to the report.
6. Contracts above the £500,000 threshold need to be reported separately to Cabinet during the year before procurement begins.

### Appendices

Appendix A – Contracts between £25,000 and £75,000  
Appendix B – Contracts between £75,001 and £500,000

**APPENDIX A**

**Annual Procurement Plan 2020/2021 – Contracts Greater than £25,000, but less than £75,000**

<b>No.</b>	<b>Service Area</b>	<b>Contract Title / Description</b>	<b>Tendering Method: 3 Quotes/Waiver</b>	<b>Delegation to Contract Compliance Officer</b>	<b>Procurement Start:</b>
1	Information Services	Network switches - covering the replacement and support of networking devices to support all CBC users	3 quotes / Framework/ Waiver	Yes	18/09/2020
2	Information Services	IT health check - This involves an independent internal and security external assessment to ensure we comply with the secure PSN network requirements	3 quotes / Framework/ Waiver	Yes	01/06/2020
3	Information Services	Unified Threat Management (UTM) system - covers the central management of IT security (Firewalls, third party VPN access) and email and web security	3 quotes / Framework/ Waiver	Yes	01/02/2021
4	Information Services	Corporate payments - Payments software which support all face to face, telephony and web-based payment systems	3 quotes / Framework/ Waiver	Yes	01/02/2021

<b>No.</b>	<b>Service Area</b>	<b>Contract Title / Description</b>	<b>Tendering Method: 3 Quotes/Waiver</b>	<b>Delegation to Contract Compliance Officer</b>	<b>Procurement Start:</b>
5	Information Services	Web content and hosting - provision of an application which allows the creation and management of online/web content for www.charnwood.gov.uk and supporting sites (e.g. Town Hall). This also includes the security, storage and access to the system	3 quotes / Framework/ Waiver	Yes	31/07/2020
6	Landlord Services	Printing, Fulfilment and Mailing	3 quotes / Framework/ Waiver	Yes	01/04/2020
7	Landlord Services	Compliance Document Management System	3 quotes / Framework/ Waiver	Yes	12/09/2020
8	Neighbourhood Services	Domestic Abuse Outreach Services	3 quotes / Framework/ Waiver	Yes	01/04/2020
9	Neighbourhood Services	Replacement CCTV Hardware	3 quotes / Framework/ Waiver	Yes	01/04/2020
10	Neighbourhood Services	Sentinel - License and Maintenance	3 quotes / Framework/ Waiver	Yes	01/04/2020
11	Neighbourhood Services	Sports Equipment	3 quotes / Framework/ Waiver	Yes	01/04/2020

<b>No.</b>	<b>Service Area</b>	<b>Contract Title / Description</b>	<b>Tendering Method: 3 Quotes/Waiver</b>	<b>Delegation to Contract Compliance Officer</b>	<b>Procurement Start:</b>
12	Neighbourhood Services	Crime Prevention Equipment	3 quotes / Framework/ Waiver	Yes	01/04/2020
13	Strategic Support	Legal case management software	3 quotes / Framework/ Waiver	Yes	01/01/2021



**APPENDIX B**

**Annual Procurement Plan 2020/2021 – Contracts Greater than £75,001, but less than £500,000**

<b>No.</b>	<b>Service Area</b>	<b>Contract Title / Description</b>	<b>Tendering Method: (Full Tender/OJEU Procedure)</b>	<b>Delegation to Contract Compliance Officer</b>	<b>Procurement Start:</b>
1	Cleansing and Open Spaces	Outwoods café operator	Tender/Framework/Waiver	Yes	01/10/2020
2	Electoral Services	Printing of Electoral Registration and Election Stationery. Provision of an automated response service to the canvass Household Enquiry Forms	Tender	Yes	01/07/2020
3	Information Services	Single system supporting the Regulatory functions for Planning Services, Building Control, Land charges, Environmental Health, Private Sector Housing, Licensing and Environmental Services	Tender/Framework/Waiver	Yes	01/04/2020
4	Information Services	Migration of the onsite Data Centre Infrastructure onto the Cloud	Tender/Framework/Waiver	Yes	01/04/2020
5	Information Services	Microsoft Enterprise Agreement - purchase of Software assurance and licensing package to cover all Microsoft products used by the authority (this includes the Windows operating system, Exchange (email),	Tender/Framework/Waiver	Yes	01/06/2020

No.	Service Area	Contract Title / Description	Tendering Method: (Full Tender/OJEU Procedure)	Delegation to Contract Compliance Officer	Procurement Start:
		SharePoint(Intranet) MS Office 365, sql and any products used in the Server environment			
6	Information Services	Provision of Unified Communication (covers amalgamation of voice and data contracts e.g. external landlines, internal extension lines, mobiles, Internet bandwidth, etc)	Tender/Framework/Waiver	Yes	01/11/2020
7	Information Services	Multifunctional Printing Devices - includes the procurement and maintenance for all Council printing devices	Tender/Framework/Waiver	Yes	01/06/2020
8	Landlord Services	Void property security	Tender/Framework/Waiver	Yes	01/07/2020
9	Landlord Services	Void property cleaning and clearing	Tender/Framework/Waiver	Yes	01/07/2020
10	Landlord Services	Quantity Surveying / Contract Management Consultancy	Tender/Framework/Waiver	Yes	02/04/2020
11	Landlord Services	Heating System Services	Tender/Framework/Waiver	Yes	01/04/2020

<b>No.</b>	<b>Service Area</b>	<b>Contract Title / Description</b>	<b>Tendering Method: (Full Tender/OJEU Procedure)</b>	<b>Delegation to Contract Compliance Officer</b>	<b>Procurement Start:</b>
12	Landlord Services	Stairlifts, Passenger, Hoists & Disabled Access Equipment Service, Repair & Installation	Tender/Framework/Waiver	Yes	01/04/2020
13	Landlord Services	Gas Servicing and Repairs	Tender/Framework/Waiver	Yes	01/04/2020
14	Landlord Services	Fire Safety & Security / Fire Risk Assessments	Tender/Framework/Waiver	Yes	01/04/2020
15	Landlord Services	Fire Alarm and Emergency Lighting Contract	Tender/Framework/Waiver	Yes	01/04/2020
16	Landlord Services	Provision of Personal Protective Equipment and Clothing	Tender/Framework/Waiver	Yes	23/08/2020
17	Landlord Services	Water Treatment (Legionella Bacteria Control) Works	Tender/Framework/Waiver	Yes	01/04/2020
18	Landlord Services	Closimat and shower pump services	Tender/Framework/Waiver	Yes	01/04/2020
19	Landlord Services	Drain Clearance and CCTV	Tender/Framework/Waiver	Yes	01/04/2020
20	Leisure and Culture- Town Hall	Pantomime Contract Tender	OJEU (open)	Yes	01/01/2021
21	Leisure and Culture- Town Hall	Catering Tender	Tender	Yes	01/04/2020
22	Leisure and Culture- Town Hall	Frontage Improvements to lower elevation	Waiver	Yes	01/07/2020

<b>No.</b>	<b>Service Area</b>	<b>Contract Title / Description</b>	<b>Tendering Method: (Full Tender/OJEU Procedure)</b>	<b>Delegation to Contract Compliance Officer</b>	<b>Procurement Start:</b>
23	Leisure and Culture- Town Hall	Air conditioning for Victoria Room	Tender/Framework/Waiver	Yes	01/08/2020
24	Leisure and Culture	Stewarding Contract for Markets, Fairs, Town Centre Events	Tender/Framework/Waiver	Yes	18/07/2020
25	Neighbourhood Services	Portacabin for community hub	Tender/Framework/Waiver	Yes	01/04/2020
26	Neighbourhood Services	CCTV Hardware	Tender/Framework/Waiver	Yes	01/04/2020
27	Planning and Regeneration	Town Deal investment Plan	Tender / Waiver	Yes	01/03/2020
28	Property Services	Security Contract- to include the DWP and CBC security requirement for Southfields Offices main reception areas and other security services	OJEU	Yes	01/10/2020

## CABINET - 12TH MARCH 2020

### Report of the Head of Finance and Property Services Lead Member: Cllr Tom Barkley

#### Part A

#### ITEM 12 SOUTHFIELDS SECURITY CONTRACT

##### Purpose of Report

To seek Cabinet's approval to renew the Southfields four-year Security Contract

##### Recommendation

That Cabinet approve the request for council officers to tender for the renewal of the Security Contract on behalf of the Council and the Department of Works and Pensions (DWP) and that delegated authority be given to the Head of Finance & Property Services to award the contract to the successful bidder.

##### Reason

To provide a high level of personal and building Security in Southfields Main Reception areas where we provide front line reception services for the Council, DWP and the Police, and the provision of evening Security, Key holding and callout Services to Southfields Offices, Woodgate Chambers and the Ark and Oak Business Centres

##### Policy Justification and Previous Decisions

Cabinet approval is required because the tender costs will exceed £500,000 over a four-year period in line with the council's procurement procedure rules.

Following the relocation of the DWP into the reception areas of Southfields offices in November 2015 the DWP requested that the council procure and manage their security requirements, this would also incorporate the council security requirements for reception evening security and key holding services.

The existing Security contract is due for renewal in October 2020 and the DWP have again requested that the council continue in the provision of the DWP Security Services for a further four years.

##### Implementation Timetable including Future Decisions and Scrutiny

Once approved by Cabinet the OJEU tendering process will begin in April 2020 with a contract implementation date of October 2020 to ensure continuity of cover.

The tendering process will take up to six months to complete.

##### Report Implications

The following implications have been identified for this report

## Financial Implications

The budgets for this service are already in place.

The DWP proportion of costs approximately (£125,000 per annum) are invoiced and paid on a quarterly basis with a 10% annual management fee approximately (£12,500) payable to the council.

## Risk Management

The risks associated with the decision Cabinet is asked to make and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
Risk that there could be insufficient tenders.	Likely (3)	Significant (2)	Moderate (6)	OJEU tender process will ensure optimal number of tenders.
Risk that the current budget is insufficient.	Unlikely (2)	Significant (2)	Low (4)	A proportion of the costs will be passed onto DWP, and the tender process should ensure value for money.

Key Decision: Yes

Background Papers: None

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01509 634828  
Lesley.tansey@charnwood.gov.uk

## **Part B**

### Background

1. A security presence has always been required in Southfields main reception to protect staff, visitors and the premises.
2. Initially, one daytime and one evening security officer was employed by the Council but, following the relocation of the DWP into the reception areas of Southfields offices in November 2015, the DWP requested that the Council procure and manage their security requirements, this would also incorporate the Council security requirements for reception evening security and key holding services.
3. The level of security required by the DWP mirrors their original needs when they operated from their own building in Loughborough.

### Contract Requirements

4. The original security contract that Property Services manage began in November 2015 and ends in October 2020, this contract was tendered under the Council's procurement rules.
5. Following recent consultation with the DWP they have again requested that the council procures a new security contract for a further four years which will fulfil both the councils and the DWP security requirements.
6. As the amount will exceed the value of £500k the Council will follow the OJEU tendering process to gain best value for money. Note, the majority of the £500k will be reclaimed by the council from the DWP which is invoiced on a quarterly basis.

### Appendices

None

## CABINET – 12TH MARCH 2020

### Report of the Monitoring Officer Lead Member: Councillor James Poland

#### Part A

#### ITEM 13 ANNUAL REVIEW OF THE COUNCIL'S CONSTITUTION

##### Purpose of Report

To enable the Cabinet to consider and recommend to Council amendments to the Constitution following the annual review.

##### Recommendation

**That it be recommended to Council** that the changes to the Constitution set out in appendix 1 to this report be made, to be effective from 1st May 2020.

##### Reason

To ensure the Constitution is kept up to date and fulfils its intended purposes.

##### Policy Justification and Previous Decisions

Section 2.4 of the Constitution requires the Monitoring Officer to monitor and review the Constitution. These reviews are undertaken annually with the last such review being considered by the Cabinet on 14th March 2019 (Minute 103 refers) and Council on 25th March 2019 (Minute 91.2 refers).

The Member Conduct Committee reviewed the hearing appeals process for dealing with member conduct complaints and other elements of the Constitution relating to the Planning Code of Good Practice at its meeting on 2nd December 2019 (Minute 18 refers).

The issues identified by the Committee in respect of the hearing appeals process for dealing with member conduct complaints and Planning Code of Good Practice are described in Part B of this report.

##### Implementation Timetable including Future Decisions and Scrutiny

The proposed changes to the Constitution require Council approval and will be submitted to Council on 27th April 2020. Changes will come into effect from 1<sup>st</sup> May 2020.

A small number of potential changes to the Executive delegations to officers have been identified during this year's review. These will be the subject of a



separate report to the Leader, who has the authority to make changes to them. Any changes made will be reported to Council.

### Report Implications

The following implications have been identified for this report.

#### *Financial Implications*

There are no costs associated with making the recommended changes to the Constitution.

#### *Risk Management*

No specific risks have been identified in connection with this report.

Key Decision: No

Background Papers: Member Conduct Committee, 2nd December 2019  
(Minute No's 18 and 20 refer)  
<https://charnwood.moderngov.co.uk/ieListDocuments.aspx?CId=146&MId=360&Ver=4>

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Monitoring Officer  
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## **Part B**

### Background

1. In line with good practice, the Council reviews the Constitution annually. As part of the review consultations have taken place with officers and councillors both individually and through meetings with Group Leaders and the Chair of the Plans Committee, and of the Member Conduct Committee. The remainder of this report describes the recommended changes to the Constitution and the proposed amendments are set out in appendix 1 to the report.

### Proposed changes to the Constitution

#### Planning Code of Good Practice

2. The Planning Code of Good Practice was reviewed by the Member Conduct Committee on 2nd December 2019 (Minute 18 refers). The Committee considered section 8.1, 8.2 and 8.3 relating to contact by applicants, developers or objectors.
3. After discussion members of the Committee considered that the wording in the Planning Code of Good Practice provided sufficient flexibility for councillors to use their discretion when in contact with applicants, developer objectors with regard to involving Planning Officers. It also distinguished between members who sat on the Plans Committee and all councillors.
4. Therefore, no change is recommended on this point.

#### Member Conduct - Hearing Appeals

5. The Hearing Appeals process was reviewed by the Member Conduct Committee on 2nd December 2019 (Minute 18 refers). The Committee considered the process for appeals against decisions of Member Conduct Panels when determining complaints that a councillor may have breached the Members' Code of Conduct of their authority.
6. The Committee resolved that the Hearing Appeals process be amended to allow appeals only if there has been a procedural breach or if new evidence has come to light. This change was considered necessary to ensure the best use of councillor/officer time and that the current arrangements could potentially allow for groundless or frivolous appeals to be made. It has been recommended that the decision maker be the Monitoring Officer or Deputy Monitoring Officer in consultation with the Independent Person.
7. Therefore, it is proposed that Chapter 18 of the Constitution relating to the right of appeal be strengthened and clarified as per the recommendations of the Member Conduct Committee.

### Member Conduct Committee – Parish/Town Council representatives

8. The Committee comprises seven borough councillors and up to three members of parish/town councils in the Council's area who are also not borough councillors. The representatives are co-opted as non-voting members by the Council for a term of office of four years.
9. Parish/Town Clerks have asked that they be given the opportunity to be co-opted onto the Member Conduct Committee as they consider that they possess the necessary skills set and experience.
10. The intention of the Constitution is that elected or co-opted serving Parish councillors who are not Borough councillors sit on the Committee. Therefore, no change is recommended on this point.

### Full Council – Standing to Speak

11. When a councillor speaks at full Council, councillors must stand (unless otherwise permitted by the Mayor) and address the Mayor. It has been observed that not all councillors are adhering to this requirement and a councillor has requested the Constitution be strengthened.
12. It is considered that the Constitution is sufficiently clear about this requirement and the Mayor who presides over Council meetings will draw this requirement to the attention of all councillors as part of the housekeeping address. Therefore, no change is recommended on this point.

### Questions on Notice – Full Council

13. A councillor has requested that the time limit at full Council for supplementary questions and statements be extended. At present a councillor may not speak for longer than a total of two minutes in asking a supplementary question and/or making a statement relating to a question on notice.
14. Research has established various practices across other Council's with most having one or two minute time limits, and at some Council's there is an expectation to abide by the normal speaking rules. Several other Council's operate a fixed 30-minute allocation for all questions and do not permit supplementary statements at the meeting. Most other Council's also only permit supplementary questions, and do not allow statements.
15. Therefore, it is proposed that that Chapter 9 of the Constitution be amended to reduce the time limit from two minutes to one minute, and the provision for making a statement arising from a question on notice be removed.

### Call-in Planning Applications

16. Chapter 12 of the Constitution sets out the procedures for ward councillors to Call-in planning applications where the application is in their ward, part of the application site is in their ward or the application site is immediately adjacent to or within 15 metres of the boundary of their ward. Those ward councillors can request that an application is Called-in to the Plans Committee which would otherwise have been determined by the Head of Planning and Regeneration under delegated authority.
17. Currently to be valid a Call-in request must be received in writing (which can include by email) giving a relevant planning reason or reasons no later than 5pm, **21 calendar days** from the date of the consultation being sent to the ward councillors or the expiration of the initial local consultation on an application, including site notification and/or newspaper publicity, whichever is later. Applications that are the subject of a valid request will be added to the agenda of the next reasonably available meeting of the Plans Committee for determination.
18. A minor change to this section of the Constitution has been requested to make provision for ward councillors to Call-in an application in after the 21 calendar days in exceptional circumstances with the agreement of the Chair of the Plans Committee, and the Head of Planning Services.
19. Therefore, it is proposed that Chapter 12 be amended as set out in the appendix.

### Loughborough Area Committee

20. The role and responsibilities of the Loughborough Area Committee need to be added in to Chapter 5 of the Constitution.
21. Therefore, it proposed to include these in accordance with the original role and purpose of the Committee as agreed by full Council in January 2018 (Minute No. 65.3 2017/18 refers) which was to have two scheduled meetings per year (June and December) with a consultative role relating to budgetary and financial issues and matters of policy and strategic direction affecting the town of Loughborough.
22. It is also felt that clarification is required about how the Committee should agree any consultation responses it wishes to make. These should take the form of a collective response formally approved by the Committee as a whole (i.e. in a similar way to which parish and town councils make their consultation submissions), rather than various opinions expressed by individual Committee Members.
23. Therefore, it is proposed that Chapter 3 be amended as set out in the appendix.

### Scrutiny Committee Procedures - Call-in

24. Chapter 11 of the Constitution sets out the arrangements for Scrutiny Committee procedures and in section 11.7 sets out that the following decisions can be Called-in:
- decisions of the Cabinet and committees of the Cabinet
  - decisions taken by single Cabinet members
  - key decisions taken by officers.
25. This wording does not make it clear that recommendations from Cabinet to Council cannot be Called-in as they are not decisions of the Cabinet. Likewise, it is not explicit that Cabinet decisions arising from Scrutiny Review Panels cannot be Called-in either.
26. Therefore, it is proposed that Chapter 11 be amended as set out in the appendix.

### Financial Regulations

27. The S151 Officer has reviewed Chapter 16 relating to specific financial responsibilities and recommends various increases to thresholds such as virement, use of reserves, write off bad debts, disposal of assets to reflect inflationary and other price increases.
28. Therefore, it is proposed that Chapter 16 be amended as set out in the appendix.

### Scheme of Delegation to Officers - Council Functions

29. The following changes that fall under the Council functions have been identified:

(a) Changes to the Establishment

Currently the Head of Paid Service can agree changes to the establishment, within budget and without major service or policy implications, affecting no more than five posts (irrespective of their post number) in any single case.

This has been further sub-delegated to Heads of Service subject to such decisions:

- relating solely to staff within the Head of Service's responsibility
  - being within the existing budget for the service
  - not resulting in the creation or deletion of posts, or potential redundancy situations
  - only affecting officers graded PO4 and below, and
  - only being taken after consultation with the Councils Human Resources service.
30. In practice this means that minor re-organisations with no operational disruption or interruption of services can sometimes require approval of

the Cabinet, which adds a layer of complexity and time delay to the process.

31. Therefore, it is proposed that Chapter 8.2 of the Constitution be amended to make it clear that only re-organisations of services which are likely to give rise to operational disruption or interruption of services or involving a change from direct to indirect provision or vice-versa, or other policy implications need approval of the Cabinet.

(b) Post Entry Training

32. Currently the Chief Executive, Strategic Directors and Heads of Service can approve post entry training of up to £2,500 per individual employee per financial year. This amount has not been reviewed for several years and it has been suggested it be increased to reflect the increased cost of training courses.

33. Therefore, it is proposed that Chapter 8 be amended so that this amount is increased to £5,000.

(c) Fixed Penalty Notices - hazards in private sector properties

34. Currently the Head of Regulatory Services and Head of Strategic and Private Sector can serve notices and authorise officers to issue fixed penalty notices, in pursuance of various statutory provisions. The provision in relation to hazards in private sector properties has been omitted from the Head of Strategic and Private Sector delegation and therefore it is proposed this provision be inserted.

Minor word and spelling changes

35. As part of the annual review various minor wording changes and spelling changes have been identified and these are set out in the Appendix.

PROPOSED CHANGES TO THE CONSTITUTION

**KEY:**

Deleted text shown as struck through

Added text shown in bold and underlined

Item 1 – Code of Conduct Hearing Appeals

Chapter 18

18.9 After the hearing and appeals

The Panel will announce its decision on the day. The Panel's decision and reasons will be recorded in the form of the minutes of its meeting having regard for any exempt information that it considered and communicated to the relevant parties by letter. The Panel will, wherever possible, issue its full written decision and reasons within 10 working days of the end of the hearing.

The written decision will be provided to the Member, the complainant, the Investigator and where the Member is a parish/town councillor, the Parish/Town Clerk. The written decision will, if a finding has been made that the Member had failed to comply with the Code of Conduct, provide information as to the Member's right to appeal against the finding

Where the Panel has determined that the Member failed to comply with the Code of Conduct, the Monitoring Officer will arrange for the publication of a notice of the Panel's findings and the Member's right to appeal in a local newspaper and on the Borough Council's website.

Where the Panel has determined that the Member did not fail to comply with the Code of Conduct, the Monitoring Officer will arrange for the publication of a notice of the Panel's findings in a local newspaper and on the Borough Council's website unless the Member requests that no notice is published.

If the Panel finds against the Member, the Member may ask for that decision to be reviewed by the Borough Council's Appeals and Review Committee. A request for a review must be made in writing, giving the reasons for the request, to the Monitoring Officer/**Deputy Monitoring Officer** within 10 working days of the date of the written notification of the Panel's decision.

**On receipt of the review the Monitoring Officer/Deputy Monitoring Officer in consultation with the Independent Person will consider the validity of the appeal in terms of whether there has been a procedural breach or if new evidence has come to light.**

The appeal will normally be heard within 20 working days of the receipt of the written request stating the wish for the finding to be reviewed. The appeal will be conducted following the procedure set out in section 8 but will consider only material relevant to the reasons for the review request set out by the Member.

### **18.12 The Right of Appeal**

If the Panel finds against the Member, the Member may ask for that decision to be reviewed. A request for a review must be made in writing, giving the reasons for the request, to the Monitoring Officer within 10 working days of the date of the written notification of the Panel's decision.

The appeal will be heard by the Appeals and Reviews Committee **only after the Monitoring Officer/Deputy Monitoring Officer in consultation with the Independent Person has considered the validity of the appeal in terms of whether there has been a procedural breach or if new evidence has come to light.** The appeal will normally be heard within four weeks of the receipt of the written request stating the wish for the finding to be reviewed.

The appeal will be conducted following the procedure set out in section 18.11, but will consider only material relevant to the reasons for the review request set out by the Member

## **Item 2 – Full Council - Questions and statements by Councillors**

### **Chapter 9**

#### **9.9. Questions and statements by Councillors**

##### **(a) Questions on notice**

A Councillor can ask a question on notice to the Leader or the Chair of a committee about something the Council is responsible for or something that directly affects people in the Borough.

The full wording of these questions must be given to the Head of Strategic Support by noon on the sixth working day before the full Council meeting for it to be included on the agenda for that meeting.

The questions and answers to questions will be included in the minutes of the meeting and copies published on the working day prior to the meeting. At the meeting the question and answer will be taken as read from the published copies. The Leader may ask the relevant Cabinet Lead Member to reply.

A Councillor may give notice of more than one question for a Council meeting. However, if the questions asked by a Councillor are linked they must be asked together and will be responded to together. Linked questions are those which deal with the same general subject, decision or event irrespective of whether the Councillor gave notice of them at different times.



### **(b) Questions and statements without notice**

A Councillor can ask a question to the Leader or the Chair of a committee without notice about any matter so long as the question is asked when the matter is being considered by the Council and must relate directly to the agenda item. In the case of a question to the Leader, the Leader may ask the relevant Cabinet Lead Member to reply. A Councillor raising a question can speak for no longer than a total of three minutes, and a Councillor responding may not speak for longer than a total of three minutes.

### **(c) Supplementary questions and statements**

A Councillor can ask one supplementary question ~~and/or make a statement~~ **arising from a question on notice that they have submitted** provided that they give notice to the Head of Strategic Support that they wish to do so between the publishing of the answer to the question and noon on the date of the Council meeting. The notice can be made in writing, including by email, telephone or in person and can be made via a member of the Committee Services and Mayoralty team. A supplementary question ~~or statement~~ must be addressed to the same Councillor as the first question and must be relevant to and arise directly from the first question or the answer.

A Councillor may not speak for longer than a total of ~~two~~ **one** minutes in asking a supplementary question ~~and/or making a statement~~ relating to a question on notice.

### **(d) Responding to questions and statements**

The questions and answers to questions on notice will be included in the minutes of the meeting and copies published prior to the meeting. At the meeting the question and answer will be taken as read from the published copies.

The answer to a supplementary question ~~and the response to the statement~~ may take the form of:

- (a) a direct oral answer;
- (b) where the desired information is in a publication of the Council or other published work, a reference to that publication; or
- (c) where the reply cannot conveniently be given orally, a written answer circulated later to the questioner.

A Councillor may not speak for longer than a total of ~~two~~ **one** minutes in replying to a supplementary question ~~and/or responding to a statement~~ in relation to a question on notice.

## Item 3 - Call-in Planning Applications

### Chapter 12

#### 12.12 Plans committee procedures

##### (c) Calling-in planning applications

After a planning application has been registered and made valid officers will write to ward councillors where the application is in their ward, part of the application site is in their ward or the application site is immediately adjacent to or within 15 metres of the boundary of their ward.

The right to call-in the application applies only to those ward councillors where the application site is wholly or partly within the boundary of their ward. Those ward councillors can request that an application is called-in to the Plans Committee which would otherwise have been determined by the Head of Planning and Regeneration under delegated authority.

To be valid a call-in request must be received in writing (which can include by email) giving a relevant planning reason or reasons no later than 5pm, 21 calendar days from the date of the consultation being sent to the ward councillors or the expiration of the initial local consultation on an application, including site notification and/or newspaper publicity, whichever is later.

**In exceptional circumstances, a ward councillor can call-in an application after the 21 calendar days with the agreement of the Chair of the Plans committee and the Head of Planning & Regeneration.**

Applications that are the subject of a valid request will be added to the agenda of the next reasonably available meeting of the Plans Committee for determination.

After an application has been called-in, unless a written request to withdraw it is submitted by the ward councillor, the application will be referred to the Plans Committee for determination.

A ward councillor can withdraw a call-in request at any time prior to the publication of the agenda for the meeting at which a called-in application is due to be considered. Withdrawals of call-in requests must be in writing (which can include e-mail).

In addition, if, following a call-in which has not been withdrawn, officers believe that the issues raised by the ward councillor in his/her call-in have been addressed, officers will submit the recommendation report, which is prepared for each application, to the ward councillor. The report, which will contain a summary of the main issues regarding the application, will enable ward councillors to consider whether they wish to maintain or withdraw their call-in of an application.

A further call-in period will be given to ward councillors if significant revised or additional plans or information are received on a planning application which necessitates a further period of local consultation. The relevant councillors will be informed in writing of any significant revised or additional plans or information and any further call-in period. The length of the further call-in period will be the same period as the re-consultation period on the revised or additional details.

**Ward councillors who call-in a planning application are expected to attend the Plans Committee meeting at which it is considered.** If a ward councillor who has called-in a planning application is unable to attend the meeting, he/she is able to, and should, identify another councillor to speak on his/her behalf. The nominee can exercise the same ward councillor speaking rights as the councillor calling-in the planning application could have done if he/she was present at the meeting.

The following planning applications are not subject to the Call-In Procedure:

- (i) applications for Certificates of Lawfulness
- (ii) applications which fall to be determined by Leicestershire County Council or a neighbouring authority
- (iii) discharge of Planning Condition(s)
- (iv) applications for works to protected trees/trees in a Conservation Area
- (v) prior approvals - applications for prior approval of works to be carried out under permitted development rights (including notification of householder extensions etc.)
- (vi) applications for non-material amendments and minor material amendments to planning permissions where no demonstrable harm would be caused to an interest of acknowledged importance
- (vii) screening and scoping applications for Environmental Impact Assessments.

## **Item 4 – Loughborough Area Committee**

### **Chapter 3**

#### **3.6 (c) Loughborough Area Committee**

**The Council has established the Area Committee with the following advisory functions:**

**1. To carry out a consultative role in relation to budgetary and financial issues which either solely or predominantly affect the Loughborough town area.**

**2. To carry out a consultative role in relation to matters of policy and strategic direction which relate to or affect the Loughborough town area.**

**The Committee will have two scheduled meetings per year, one to allow for consultation during the budget setting process for the Loughborough special expenses, and one to consider an annual report regarding activities and issues affecting the Loughborough town area.**

**Further meetings may be called under the relevant provisions within the Constitution, but any business to be considered by the Committee must be in accordance with its consultative roles as set out above.**

**Any consultation responses made by the Committee should be collective submissions, arrived at and agreed in accordance with the relevant meeting procedures within the Constitution.**

**The Committee cannot commission or request reports from officers, other than as may be required to assist it with business being undertaken in its consultative roles.**

## **Item 5 – Scrutiny Committee Procedures - Call-in**

### **Chapter 11**

#### **11.7 Call-in**

The following decisions can be called-in:

- decisions of the Cabinet and committees of the Cabinet
- decisions taken by single Cabinet members
- key decisions taken by officers.

**The Call-In process does not apply to recommendations made by the Cabinet to the Council, or where a Cabinet decision relates to a recommendation by a Scrutiny Panel.**

## ***Item 6 – Financial Regulations***

### ***Chapter 16***

#### **(c) Virement**

Virement is the switching of resources between approved budget headings and cost centres.

The Council's scheme of virement covers both revenue and capital expenditure and is administered by the Section 151 Officer in accordance with the Budget and Policy Framework Procedure Rules. The detailed virement rules are contained within the Financial Procedure Rules.

Budget Holders are responsible for agreeing in-year virements within delegated limits, in agreement with either the Head of Finance and Property Services, Section 151 Officer or Cabinet depending on the nature and value of the virement as set out in the Financial Procedure Rules.

Cabinet approval is required for:

- virement between the budgets of two or more Directorates where the amount is in excess of ~~£50,000~~ **£100,000**
- virement between individual projects within the capital programme where the amount is in excess of ~~£50,000~~. **£100,000**

Virements should only be made where such a virement leaves the originating budget with sufficient funds to meet its commitments.

#### **(d) Use of Reserves**

Except in the case of staffing decisions delegated to the Head of Paid Service which result in redundancy or salary protection costs, **or individual amounts below £50,000 which may be allocated at the discretion of the Head of Paid Service,** Cabinet approval is required for the use of the Reinvestment Reserve.

#### **(e) Write Off of Bad Debts**

All write-offs of individual debts over ~~£20,000~~ **£50,000** must be authorised by Cabinet. Authorisation levels for bad debts below ~~£20,000~~ **£50,000** are at officer level and are detailed in the Financial Procedure Rules.

#### **(f) Disposal of Assets**

Obsolete, non-repairable or unnecessary assets should be disposed of with a view to achieving the most economically advantageous outcome for the Council having regard to the transparency and cost effectiveness of the disposal method, the timeliness of disposal and the likely price achievable.

Where individual assets, (which are not land or buildings), valued over ~~£20,000~~ **£50,000** need to be disposed of and written off Cabinet approval must be sought in advance. Items which are valued at below ~~£20,000~~ **£50,000** can be approved at officer level. Details of officer approval levels are contained in the Financial Procedure Rules.

Where land and property (buildings) assets with a freehold value of over £100,000 or a leasehold value of over £50,000 need to be disposed of or written off (excluding Right to Buy applications) Cabinet approval to the terms of the disposal must be sought in advance. Items which are valued at below these amounts can be approved at officer level. Details of officer approval levels are contained in the Financial Procedure Rules.

## **Item 7 – Minor word and spelling changes**

### **Chapter 1**

#### **1.1 Summary of citizens' rights**

Citizens have the right to:

- look at the Forward ~~Plan~~ **Plan** which shows what important decisions will be taken and when (see 13) – this is available on the Council's website and at the main offices.
- request information under the **General Data Protection Regulations (GDPR)**, Freedom of Information Act, Environmental Information Regulations and Data Protection Act

#### **1.2 Councillors**

##### **(a) Elections and terms of office**

There are 52 Councillors, who represent 28 wards.

Full elections are held every fourth year, with elections due in ~~2015, 2019 and so on.~~

Councillors serve for four years. They become Councillors on the fourth day after being elected. Their terms of office end four years later, on the fourth day after the elections.

### **Chapter 3**

#### **3.7 Delegations to and from other local authorities**

The Council is one of the authorities that has established and is represented on the Police and Crime Panel for the area of the Leicestershire ~~Constabulary.~~ **Police**

## **Item 8 – Delegation of Council functions**

### **Chapter 8**

## **Delegation to the Chief Executive, Strategic Directors and Heads of Service**

- 2(vi) To approve post entry training of up to ~~£2,500~~ **£5,000** per individual employee per financial year;

## **Delegation to the Head of Paid Service**

6. To agree changes to the establishment, within budget and without major **operational disruption or interruption of services or involving a change from direct to indirect provision or vice-versa or other policy implications.** ~~service or policy implications affecting no more than five posts (irrespective of their post number) in any single case.~~

## **Delegation to the Head of Strategic and Private Sector Housing**

3. To serve notices and authorise officers to issue fixed penalty notices, in pursuance of any statutory provisions relating to:
- a. The maintenance repair and/or cleansing of defective, stopped up, leaking or overflowing drainage systems, water closets or soil pipes.
  - b. Filthy or verminous premises, articles or persons.
  - c. **Hazards in private rented properties**