



SCRUTINY COMMISSION

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To: Councillors Bailey, Baines, Bolton, Draycott (Vice-Chair), Hadji-Nikolaou, Parsons and Rattray (Chair) (For attention)

All other members of the Council
(For information)

You are requested to attend the meeting of the Scrutiny Commission to be held in Council Offices on Monday, 9th March 2020 at 6.00 pm for the following business.

Chief Executive

Southfields
Loughborough

28th February 2020

AGENDA

1. APOLOGIES
2. MINUTES OF THE PREVIOUS MEETING 5 - 11

To approve the minutes of the meeting of the Commission held on 10th February 2020.

3. DECLARATIONS OF PECUNIARY AND PERSONAL INTERESTS
4. DECLARATIONS OF THE PARTY WHIP

5. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURES
11.16

No questions were submitted.

6. PRE-DECISION SCRUTINY OF ANY SPECIFIC FINANCIAL
MATTERS TO BE CONSIDERED BY CABINET

There are no items of this nature on the Cabinet agenda for the Commission to consider.

7. CABINET ITEMS FOR PRE-DECISION SCRUTINY

The following items have been identified for pre-decision scrutiny from the Cabinet agenda for 12th March 2020:

- | | | |
|-----|--|---------|
| (a) | Corporate Delivery Plan 2020/21
A report of the Chief Executive to propose the Council's Corporate Delivery Plan for 2020-21 will be considered for pre-decision scrutiny in order to make recommendations as appropriate to the Cabinet. | 12 - 43 |
| (b) | Approach to Commercialisation
A report of the Strategic Director of Corporate Services setting out the Council's approach to commercialisation will be considered for pre-decision scrutiny in order to make recommendations as appropriate to the Cabinet. | 44 - 63 |
| (c) | Housing Capital Programme 2020-2021
A report of the Head of Landlord Services to consider the Housing Capital Programme for 2020-2021 will be considered for pre-decision scrutiny in order to make recommendations as appropriate to the Cabinet. | 64 - 72 |

8. SCRUTINY COMMISSION PRE-DECISION SCRUTINY - CABINET
RESPONSE

There were no responses to report as there were no items considered for pre-decision scrutiny at the meeting of the Scrutiny Commission on 10th February 2020.

9. PROGRESS WITH PANEL WORK 73 - 81

A report of the Head of Strategic Support to review progress with Scrutiny Panels.

10. SCRUTINY WORK PROGRAMME 82 - 92

A report of the Head of Strategic Support enabling the Commission to review and agree the scrutiny work programme.

A report of the Head of Strategic Support setting out the list of forthcoming Executive Key Decisions and the Group's Work Programme for consideration, in order to identify items for future scrutiny.

For information, further meetings of the Group are scheduled as follows:

6th April 2020

5th May 2020

SCRUTINY QUESTIONS

What topics to choose?

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

Pre-decision scrutiny

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

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

Basic Questions

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

SCRUTINY COMMISSION 10TH FEBRUARY 2020

PRESENT: The Chair (Councillor Rattray)
The Vice Chair (Councillor Draycott)
Councillors Bailey, Baines, Bolton, Hadji-Nikolaou
and Parsons

Head of Strategic Support
Head of Planning and Regeneration
Plans, Policies and Place-Making Group Leader
Democratic Services Officer (SW)

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

97. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of the Commission held on 13th January 2020 were approved.

98. DECLARATIONS OF PECUNIARY AND PERSONAL INTERESTS

No disclosures were made.

99. DECLARATIONS OF THE PARTY WHIP

No declarations were made.

100. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURES 11.16

No questions were submitted.

101. DRAFT LOCAL PLAN CONSULTATION

Councillor Baines arrived at the meeting at 6:03pm.

A report of the Head of Planning and Regeneration was considered to provide an overview of the recent consultation on the Draft Charnwood Local Plan, outlining the process of consultation, a summary of the consultation responses and an explanation of how the responses received would be used to prepare the Local Plan for Submission on the Secretary of State for Examination (item 6 on the agenda filed with these minutes).

The Leader of the Council, the Head of Planning and Regeneration and the Group Leader for Plans, Policies and Place-Making attended the meeting to assist with the consideration of this item and gave the following responses:

- i. The consultation in December 2019 was not statutory and was a stage that the Council had chosen to undertake. Responses were still being received and these were being accepted as the consultation was informal.
- ii. The general level of response and the variety received were considered to be good in comparison to other Local Plan consultations held by the Council at equivalent stages. The Planning Service was satisfied that it had sufficiently engaged residents, communities and local organisations.
- iii. There had been six landowners that had indicated they were not willing to develop their sites. The Council was using the Land Registry and existing networks to make contact with 12 landowners that had not responded. Contact would be required by the end of February 2020 in order to overcome the issues, but it was acknowledged that adaptations were possible.
- iv. Potential issues with infrastructure was a recurrent theme and there was ongoing engagement with stakeholders such as schools, Clinical Commissioning Groups, County Highways, Western Power, Severn Trent, Natural England, Parish Councils and residents' groups to ensure sites were deliverable. In the event that infrastructure requirements could not be met, there was potential to adapt the scale of a development to reflect this or to consider alternatives.
- v. There was liaison with neighbouring Councils to ensure Local Plans were cross referenced and consistent as these would impact on one another.
- vi. The next stage in preparing the plan involved a Statutory Consultation, which was separate from that undertaken in December 2019. This would be bound by regulation and the results reviewed by an Inspector. There would be an opportunity for respondents to communicate with the Inspector at a formal hearing which could involve residents or interest groups influencing the Local Plan. The Local Development Scheme, detailing the Local Plan preparation programme, would be considered by Cabinet at its meeting on 12 March 2020.
- vii. There had been issues regarding the operation of the Draft Local Plan exhibition in Shepshed. Some residents were unable to access the exhibition and materials on display due to the layout of the rooms and the pedestrian congestion created. The Planning Service would consider ways to maximise access and the communication of information to residents at future consultation exhibitions.
- viii. The analysis would lead to the development of actions based on responses received. The Planning Service would note challenges and identify any opportunities that had previously been missed and reassess plans as appropriate and necessary. It was emphasised that at this stage the Draft Local Plan remained flexible.

- ix. It was suggested by residents that the Council needed to be more ambitious in terms of sustainable development, including climate change, transport, design, health and provision of green spaces. There were limitations due to affordability, availability of space and infrastructure. However, these aspects could be reassessed as it was recognised that there had been significant changes in attitudes towards climate change nationally and locally since the previous Core Strategy and so there was potential for further progress in this area.
- x. Responses for the informal consultation in December 2019 would be entirely separate from future Statutory consultation. Comments would not be considered unless they had been submitted specifically to the Statutory consultation and this would be explicitly communicated. This was due to the specific requirements of the legislation.
- xi. The extent to which the consultation had been successful was based upon the response rate, the type of response and the nature of the proposals subject to consultation. As 65% of responses had been received by members of the public, it was considered the consultation had been effective in eliciting views from people that would not normally be involved in the process. It was difficult to obtain a Borough-wide response as the Draft Local Plan would impact upon residents to a greater or lesser degree depending on the development strategy and proposals contained in the plan.
- xii. The Customer Satisfaction survey was distributed at roadshow events only. There was a suggestion that commissioning a market research company to measure customer satisfaction during the next consultation stage could be advantageous.

RESOLVED

1. That the Commission considered the approach to consultation on the Draft Charnwood Local Plan and received a summary of representation made.
2. That Officers within the Planning Service consider the use of a market research organisation to undertake customer satisfaction surveys on behalf of the Council, following the Statutory consultation. Officers should research other services that may have employed this method.

Reasons

1. To scrutinise the effectiveness of the consultation on the Draft Charnwood Local Plan.
2. To ensure the Council receives an accurate and unbiased response regarding the satisfaction of Local Plan consultations in order to establish best practice.

102. PRE-DECISION SCRUTINY OF ANY SPECIFIC FINANCIAL MATTERS TO BE CONSIDERED BY CABINET

There were no items of this nature for the Commission to consider.

103. CABINET ITEMS FOR PRE-DECISION SCRUTINY

a) INSURANCE ARRANGEMENTS

The report of the Head of Strategic Support to consider joining the Local Government Mutual as an alternative to traditional insurance was no longer to be considered at the Cabinet meeting on 13th February 2020 and therefore was not considered for pre-decision scrutiny.

104. SCRUTINY COMMISSION PRE-DECISION SCRUTINY - CABINET RESPONSE

A report of the Cabinet was considered setting out its responses to the recommendations of the Commission on pre-decision scrutiny items (item 9 on the agenda filed with these minutes).

RESOLVED that the Cabinet's responses to the Commission's recommendations be noted.

Reason

The Commission was satisfied that it added value where appropriate and welcomed the Cabinet's consideration of the Commission's views and recommendations as part of its decision making process.

105. PROGRESS WITH PANEL WORK

A report of the Head of Strategic Support was considered to review progress with Scrutiny Panels and update on the detail of the Scoping Document for the 'Parking Enforcement and Enhancement' Panel, following amendments recommended at the last meeting of the Commission on 13th January 2020 (item 10 on the agenda filed with these minutes).

The Head of Strategic Support assisted with the consideration of this item. The following summarises the discussion:

- i. Councillor Howe, Chair of the 'Parking Enforcement and Enhancement' informal scrutiny panel had met with the Head of Regulatory Services and the Democratic Services Manager. At that meeting, discussion focussed on the issues raised within the scoping document following the request for research into the legality, finance and resourcing implications, and the process of transferring powers in respect of parking enforcement from the County Council. It was established that there was no current legislation in place for Charnwood Borough Council to take on the powers relating to parking enforcement. The only power the Council has relates to its own car parks.
- ii. It was also established that a Parliamentary Select Committee was looking into this matter and that the Devolution Bill currently processing through Parliament

may impact upon the powers devolve from top tier Councils, such as Leicestershire County Council.

- iii. The Commission felt there was real value in retaining the 'Parking Enforcement and Enhancement' scrutiny panel, as this was a substantial concern of residents across the Borough and the devolution of powers aspect was only considered to be one area of potential research.
- iv. The 'Waste Services and Waste Management' scrutiny panel was progressing, and Councillor Rattray as Chair had identified some beneficial resources having made contact with Officers at North West Leicestershire District Council regarding a waste trial, as suggested by the Commission at its meeting on 9th December 2019.
- v. Councillor Parsons as Chair of the 'Digitisation and Transformation of Services' scrutiny panel was due to meet with Officers on the 25th February 2020 in order to discuss the scope of the panel.
- vi. Councillor Miah as Chair of the 'Funding for Small Businesses' scrutiny panel had been consulted on the initial concept of the panel. It was not likely that the scoping document would be complete in March 2020 as previously anticipated. The Commission was satisfied that the panel could be delayed.

RESOLVED

1. That the Commission requests the scoping document for the 'Parking Enforcement and Enhancement' scrutiny panel be redrafted to focus on other areas of research outside of the devolution of powers from Leicestershire County Council.
2. That Councillor Baines meet with the Head of Regulatory Services in order to gain information on the legality, finance and resourcing implications, and the process of transferring of powers, in relation to parking enforcement and enhancement. This information should be communicated at the next meeting of the Scrutiny Commission.
3. That the following changes be made to the scrutiny panels:
 - Funding for Small Businesses (informal), which was due to start in February 2020, be deferred to April 2020.

Reasons

1. To ensure the concerns of local residents are considered effectively.

1- 3. To ensure timely and effective scrutiny.

106. SCRUTINY WORK PROGRAMME

A report of the Head of Strategic Support was considered to agree the Scrutiny Work Programme for the committees including any amendments to the current work programme (item 11 on the agenda filed with these minutes).

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

Councillor Parsons expressed dissatisfaction with the work programme of the Corporate Services Scrutiny Committee, for which he was Chair. He stated he felt meetings were too infrequent to allow Members of the Committee to effectively scrutinise key documents, such as the Corporate Delivery Plan 2020/21 in good time.

The Head of Strategic Support advised that the Chair could request additional meetings of the Committee, although there was limited resources to support a regular increase in the frequency of meetings.

RESOLVED that following the review of the Scrutiny Work Programme set out in the appendix to the report, the scheduled scrutiny of those matters, be noted.

Reason

To ensure timely and effective scrutiny.

107. SCRUTINY COMMISSION WORK PROGRAMME

A report of the Head of Strategic Support was considered, to enable the Commission to consider its work programme and forthcoming Key Decisions and decisions to be taken in private by the Cabinet in order to schedule items for pre-decision scrutiny (item 12 on the agenda filed with these minutes).

RESOLVED

1. that forthcoming Executive Key Decisions or decisions to be taken in private by the Executive, set out in Appendix 2 to the report, and scheduled scrutiny of those matters, be noted.
2. that the Commission's current work programme be noted and updated following this meeting, in accordance with the decisions taken during consideration of this item and at this meeting and any items of pre-decision scrutiny that require changing due to their reprogramming by the Cabinet. The Commission made the following changes to its Work Programme:
 - The deferred pre-decision scrutiny item, 'Insurance Arrangements', should be added to the work programme for pre-decision scrutiny at the Commission's meeting on 9th March 2020.
 - The 'Air Quality and Assessment Report 2019' item was moved from the Commission's meeting on 9th March 2020 to the meeting on 6th April 2020 as it was recognised that the agenda for the meeting of the Commission on 9th March 2020 was substantial and this item was not time critical.

Reasons

1. To ensure timely and effective scrutiny.
2. To ensure effective and timely scrutiny, either to provide Cabinet with advice prior to it taking a decision or to ensure that the Council and external public service providers and partners were operating effectively for the benefit of the Borough.

NOTES:

1. No reference may be made to these minutes at the Council meeting on 24th February 2020 unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on the fifth working day following publication of these minutes.
2. These minutes are subject to confirmation as a correct record at the next meeting of the Scrutiny Commission.

CABINET - 12TH MARCH 2020

Report of the Chief Executive Lead Member: Councillor Jonathan Morgan

Part A

ITEM 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.

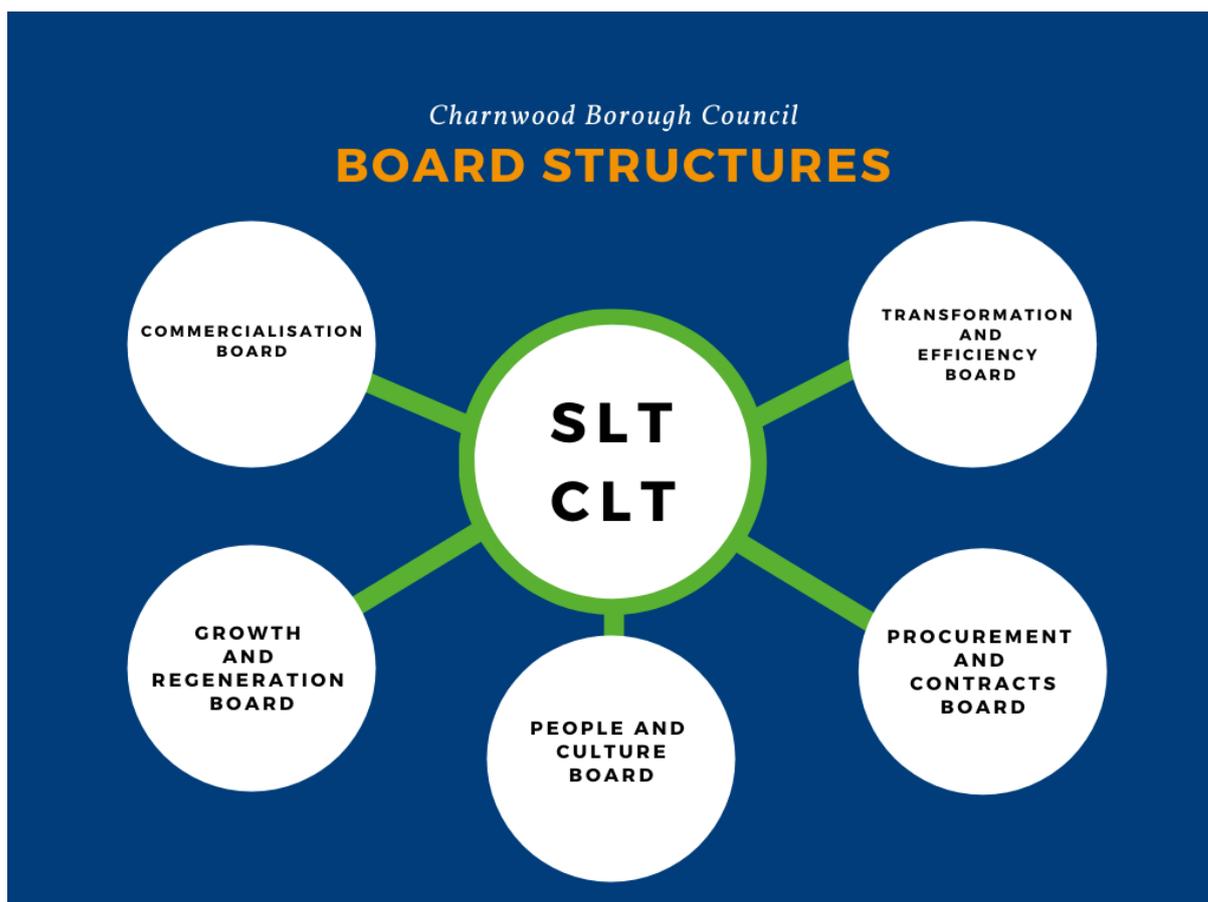
The council has pledged to be carbon neutral by 2030 – this will be a challenging target to meet. An ambitious plan has been developed in partnership with specialists for delivery over the forthcoming 10 years.

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>Climate Change: 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>Planning & Regeneration</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 31st March 2020.</p>	<p>Cleansing & Open Spaces</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>Regulatory Services</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>Planning & Regeneration</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>Leisure & Culture</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.						
Parks and Open Spaces: 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>Protecting our Environment: 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>Regulatory Services</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>Regulatory Services</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>Planning & Regeneration</p>	<p>Qtr.1</p>	<p>Qtr.3</p>
<p>Waste and Recycling: 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>Cleansing & Open Spaces</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					
Safer Charnwood: Continue to work with partners to make our towns and villages safer places to live, work and visit.	Create greater synergy surrounding anti-social Behaviour activity by developing a joined up corporate approach in dealing with victims and perpetrators of ASB.	Following approval, adopt & implement the Corporate Anti-Social Behaviour Policy.	Final Policy agreed and implemented by March 2021.	<ul style="list-style-type: none"> ▪ Landlord Services ▪ Neighbourhood Services ▪ Regulatory Services 	Qtr.1 Qtr.4				
	Proactively tackle all ASB with a focus on reducing alcohol / substance misuse related incidents and street related ASB.	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.	5% increase in ASB interventions from a baseline as at 31 March 2020.	Neighbourhood Services	Qtr.1 Qtr.4				
	Prevent and disrupt criminality focusing on reducing 'All Crime', creating safer communities free from harm and violence.	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.	<table border="1"> <tr> <td data-bbox="1247 906 1323 1018">A)</td> <td data-bbox="1323 906 1624 1018">10 crime prevention campaigns/ events delivered.</td> </tr> <tr> <td data-bbox="1247 1018 1323 1129">B)</td> <td data-bbox="1323 1018 1624 1129">K112: Reduction in all crime.</td> </tr> </table>	A)	10 crime prevention campaigns/ events delivered.	B)	K112: Reduction in all crime.	Neighbourhood Services	Qtr.1 Qtr.4
	A)	10 crime prevention campaigns/ events delivered.							
B)	K112: Reduction in all crime.								
Prevent violence and exploitation whilst supporting victims.	Work with partners to prevent and reduce incidents of 'serious violence' through the delivery of 2 serious violence reduction initiatives.	2 serious violence reduction initiatives delivered.	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
	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.	A) Delivery of 10 safeguarding sessions to staff and elected members. B) Silver safeguarding e-learning delivered to 40 staff.	Neighbourhood Services 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.	A) 95% of High Risk (Risk Ratings A-C's) Food Safety Inspections complete.	Regulatory Services Qtr.1 Qtr.4
			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.	Regulatory Services Qtr.1 Qtr.4
		Implement the new Food Standards Agency Food Business Registration Scheme.	New registration process full implemented by March 2021.	Regulatory Services 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.	Regulatory Services 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
Supporting our communities: 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.			
Healthy and happy residents: 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".		Leisure & Culture Services	Qtr.1	Qtr.4
Housing: 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.		Landlord Services	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.		Landlord Services	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.	A)	72 kitchens, 180 bathrooms, and 190 heating installations.	Landlord Services	Qtr.1	Qtr.4
			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.		Strategic & Private Sector Housing	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.	Strategic & Private Sector Housing	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.	Strategic & Private Sector Housing	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		
<p>Economic Growth: Continue to support and foster strong economic growth in Charnwood.</p>	<p>Provide a sustainable platform for growth and regeneration in the Borough.</p>	<p>Develop a new Economic Development Strategy for Charnwood (2020-2025).</p>	<p>Final Strategy approved by July 2020.</p>	<p>Planning & Regeneration</p>	<p>Qtr. 1</p>	<p>Qtr. 4</p>
		<p>Agree with partners the legal agreement and funding mechanism to facilitate delivery of the Enterprise Zone.</p>	<p>Funding mechanisms agreed by June 2020.</p>	<p>Planning & Regeneration</p>	<p>Qtr. 1</p>	<p>Qtr. 1</p>
		<p>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.</p>	<p>Local Plan submitted by December 2020.</p>	<p>Planning & Regeneration</p>	<p>Qtr. 1</p>	<p>Qtr. 4</p>
		<p>Work with partners to support the delivery of the Strategic Growth plan and preparation of a statement of common ground.</p>	<p>Statement of common ground approved by all partners, by March 2021.</p>	<p>Planning & Regeneration</p>	<p>Qtr. 1</p>	<p>Qtr. 4</p>
		<p>Promote the InCharnwood brand to further attract inward investment opportunities to the Borough.</p>	<p>A)</p>	<p>Business event promoting the InCharnwood brand held.</p>	<p>Planning & Regeneration</p>	<p>Qtr. 1</p>

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>Towns: 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.	Leisure & Culture 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	
		define and represent the Museum and its collections.	B)	Funding secured by March 2021.			
Culture and visitor: 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	
Customer Service: 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.	Customer & Information Services	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.	Customer & Information Services	Qtr.1	Qtr.4
Transformation and Efficiency: 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"> Customer & Information Services Strategic Support 	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"> Customer & Information Services Strategic Support 	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"> Customer & Information Services Strategic Support 	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.	Customer & Information Services	Qtr.1

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"> ▪ Customer & Information Services ▪ Planning & Regeneration ▪ Regulatory Services 	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"> ▪ Regulatory Services ▪ Customer & Information Services 	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.	Customer & Information Services	Qtr.1	Qtr.4	
Develop 4-year ICT Strategy in conjunction with all services.		Final Strategy approved and published by April 2021.	Customer & Information Services	Qtr.1	Qtr.4		
Developing Staff: 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"> - Staff Survey - OCI Survey - Focus Groups 	Surveys and focus groups complete by June 2020.	Strategic Support	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.	Strategic Support	Qtr.1	Qtr.3	
		Develop and implement staff and leadership competencies.	Competencies agreed and fully implemented by December 2020.	Strategic Support	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.	Strategic Support	Qtr.1	Qtr.3
		Develop a new Personal Review process.	Personal Review process fully implemented by March 2021.	Strategic Support	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.	Customer & Information Services	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.	Neighbourhood Services	Qtr.1	Qtr.4
Financial stability: 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.	Finance & Property Services	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.	Leisure & Culture 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		
<p>Commercialism: Generate income to support service delivery and replace the loss of funding from other sources.</p>	<p>Fully embed the Commercial & 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>Corporate Services Directorate</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>Finance & Property Services</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>Finance & Property Services</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>Finance & Property Services</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>Finance & Property Services</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>Cleansing & Open Spaces</p>	<p>Qtr.1</p>	<p>Qtr.4</p>
<p>One Council: 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>Strategic Support</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.	Strategic Support	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.	Strategic Support	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				
KI 7(b)	Time taken to process Housing Benefit/Council Tax change of circumstances	Quarterly	Head of Customer Experience	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 st 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 st 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 st 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 Strategic Director of Corporate Services

Lead Member: Councillor Morgan

Part A

ITEM 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 24th 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.

Risk	Likelihood	Impact	Overall	Mitigation
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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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

	Criteria	Comments	RAG rating
1	Can income be generated at scale?	Yes (assuming that sufficient investment funding is made available)	G
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	G
3	Can the income streams be delivered with relative certainty?	Yes – these can be calculated with reference to existing tenants	G
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	A
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	G
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)	G
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	G
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	G
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	G
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	A
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)	G
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	G

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	Opportunity identified - 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"> Property Brochure 	Strategic Director of Commercial Development
2	Min NIY possible? - 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"> Financial appraisal 	Strategic Director of Commercial Development
3	Collate available documents and send to finance and legal – Title(s) and Lease(s) may not be available in the first instance for every opportunity.	<ul style="list-style-type: none"> Brochure Financial appraisal Dunn and Bradstreet reports Titles and Leases 	Strategic Director of Commercial Development
4a	Preliminary Finance due diligence – 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"> Record of issues (email or otherwise) 	Head of Financial Services
4b	Preliminary Legal due diligence – 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"> Record of issues (email or otherwise) 	Legal Services Manager
5	Inspect Property – 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	<p>Appraise property against matrix and write briefing note – 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.</p>	<ul style="list-style-type: none"> • Briefing note • Evaluation Matrix 	Strategic Director of Commercial Development
7	<p>Meet with leadership to present and obtain authority to make and offer – 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.</p>	<ul style="list-style-type: none"> • Authority to bid 	Strategic Director of Commercial Development
8	<p>Place offer – 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:</p> <ul style="list-style-type: none"> • The proposed time for signed Decision Records, surveys, completion • Conditions to be included in the Heads of Terms (HoT), such as receipt of a full legal pack before the process starts. • Exclusivity from agreed HoT. <p>An accepted offer is notified normally by telephone and is followed by receipt of an email with Draft HoT attached.</p>	<ul style="list-style-type: none"> • Offer letter 	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	Agree the Heads of Terms – 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.	Draft HOT	Strategic Director of Commercial Development
10	Make contact with Vendor’s solicitors; receive and verify Legal pack – 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.	N/A	Legal Services Manager
11a	Instruct surveys (external) – 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.	N/A	Strategic Director of Commercial Development
11b	Write Urgency Notice / Report for the Delegated Decision Record – 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.	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>Notify other side of the DR – 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>Instruct legal – 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>Conveyancing process – 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>Determine level of borrowing and source / Option to tax (if applicable) – 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	Arrange Insurance – 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	Secure funds – 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	Transfer payment – 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	Complete – 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	Post completion	N/A	(Corporate Support)
20	Authorise Stamp Duty payment to HMRC	N/A	Strategic Director of Commercial Development
21	Update Budget – 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 Head of Landlord Services Lead Member: Councillor Leigh-Harper Davies

Part A

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

On the 25th 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 31st 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 6th November 2019 and 15th January 2020.

Appendices

Appendix 1 - Housing Capital Programme 2020/21

Appendix 1 - Housing Capital Programme 2020/21

Scheme Name	Original 2020/21 Capital Plan Amount £	Proposed Housing Capital Programme for 2020/21 £	Comment on Variance Between Original Capital Plan and Proposed Housing Capital Programme for 2020/21
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	
Total	7,645,700	7,339,100	

SCRUTINY COMMISSION – 9TH MARCH 2020

Report of the Head of Strategic Support

ITEM 9 SCRUTINY PANELS

Purpose of the Report

To review progress with Scrutiny Panels.

Actions Requested

To review the progress with Scrutiny Panels and make any amendments the Commission feel necessary.

Reasons

To ensure timely and effective scrutiny of the matter/subject.

Scrutiny Panels

At its meeting on 10th February 2020, the Commission made the following changes to scrutiny panels;

1. The Commission requested amendments to the content of the scoping document for the 'Parking Enforcement and Enhancement' panel and asked that the document be redrafted to focus on other areas of research outside of the devolution of powers from Leicestershire County Council.
2. The 'Funding for Small Businesses' panel (informal), due to commence in February 2020, to now commence in April 2020.

The following summarises the position with panels:

(a) Parking Enforcement and Enhancement

At the date of writing this report, further discussions between the Head of Regulatory Services and Councillor Baines who originally asked for this panel to be set up have not taken place. It is anticipated that a verbal update can be provided at the meeting.

(b) Digitisation and Transformation of Services

At the request of the Chair of the Corporate Services Scrutiny Committee, the scope of this panel will be discussed at the Corporate Services Scrutiny Committee on 4th March 2020. It is anticipated that the Scrutiny Commission will review the scoping document at its meeting on 6th April 2020.

Appendices: Appendix 1 – Scrutiny Panels

Background Papers: None

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SCRUTINY COMMISSION – 9TH MARCH 2020

APPENDIX 1

PROGRESS WITH PANEL WORK

The CfPS 4 Principles:

- Provides a ‘critical friend’ challenge to the executive – policy development, policy review and performance management.
- ‘Enables’ the voice and concerns of the public and its community to be heard.
- Independent and Member Driven.
- “Drives improvement” for the Local Authority.

Proposals for scrutiny from Members are welcome, whether on the appropriate committee or not; outside bodies; and the Charnwood residents.

This will be a living document, so as new ideas and proposals arise, they may take priority over proposals that have been on the list for a longer period.

Only 4 panels (express or full panel) can be held at any one time, so timings will need to take account of this. Informal meetings will be conducted without Democratic Service officer time and can therefore be run concurrently.

Directorate	Scrutiny Type	Topic	Scope	Terms of Reference	Timing
CS	Formal	Generating commercial income/surplus	To identify areas where our income could be maximised, or further improved.	Peer councils	5 Nov (informal) 28 Nov 23 Jan 5 March
CS	Formal	Digitalisation and transformation of services	This is a panel to determine how we go about inserting a personalised front end to our website, so that	Outside bodies who already have this facility.	Scoping document to be discussed

			<p>individual residents can log in, book; order; complain; compliment; and pay for services and can immediately see what their status is for all the services and payments they have with the council. This is to promote the 80:20 rule, that 80% of residents will be able to carry out all their transactions with the council through this route, while the remaining 20% who cannot will have better access to people and facilities who are freed up from dealing with residents who would be better served helping themselves. To identify options and costs. To identify economies of scale and potential savings.</p>	<p>Councils who have this facility. IT and CRM (Customer Relationship Management) companies. Individuals with skills in this area. Our current key partners such as Capita and Serco to understand how they will integrate their services.</p>	<p>at Corporate Services Scrutiny Committee 4 March 2020.</p>
CS	Formal	Future of Local Government in Leicestershire	<p>There is a need to undertake fact-finding research into the impact of unitary government proposals on residents, businesses, the voluntary sector, employees and Parish/Town Councils.</p>		<p>Postponed until a later date. Options report from the County Council anticipated</p>

					end February 2020. Matter to be then referred to the Cabinet.
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Directorate	Scrutiny Type	Topic	Scope	Terms of Reference	Timing
HPRRS	Informal	Parking enforcement enhancement			
HPRRS	Informal	Funding for small businesses	[Further detail needed from the Member who raised this topic.]		April to June 2020

Directorate	Scrutiny Type	Topic	Scope	Terms of Reference	Timing
NCW	Informal	Waste services and waste management	<p>To understand the current position of national policy on waste management and what issues/ opportunities this presents for the council in future years.</p> <p>Establish what practices are in place in other councils that have a higher recycling rate than CBC.</p> <p>Reference: Letsrecycle.com puts CBC 135th in the league table for overall performance 2017/18 with 45.5%. Rushcliffe are 80th at 50.2%.</p> <p>Are there any specific actions CBC could take to improve the recycling rate?</p> <p>Trial on waste management being undertaken at North West Leicestershire District Council to be investigated.</p>	Peer councils, such as Rushcliffe. Key partners such as Serco and Leicestershire County Council.	Autumn 2019 – Spring 2020
NCW	Express	Child mental health and obesity.	What steps can be taken by CBC to assist in supporting our children with mental health difficulties and in	Interview key stakeholders and charities. Meet with Public Health	Autumn 2020

			tackling obesity in the young.	representatives and County Council lead.	
NCW	Informal	Combatting Loneliness	<p>Undertake desk based and interviewing research to understand what the level of loneliness is in the Borough currently and in what age groups. Identify activities already undertaken by the council to combat loneliness. What can be done to promote these facilities with hard to reach groups?</p> <p>Identify specific actions that could be undertaken by CBC to combat loneliness that are not currently being undertaken. What actions/ discussions could we have with our partners to support this project?</p>	<p>Seek residents' individual views through social media and press. Interview local charities and support groups. Interview Leicestershire County Council Adult Social Care representatives and CAMHs.</p>	Autumn 2020
NCW	Formal Panel	Promoting Tourism in Charnwood	<p>Identify our key attractions to the area, both physical buildings and special events. What is CBC doing to promote and support these venues/ events? What else could be done? Do we have a unique selling</p>	<p>Approach and/ or interview peer councils to see what they do. Look at specific events around the country to see if they could be adapted for CBC, e.g.: Congleton Makers</p>	Autumn 2020

			<p>point that we are not exploiting? How do people travel to the area? Where do they stay? What specific actions could CBC take to encourage more people to visit the area; spend more money on local businesses; and to stay for a longer period?</p>	<p>Market, or Stockton on Tees Comedy Festival.</p>	
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SCRUTINY COMMISSION – 9TH MARCH 2020

Report of the Head of Strategic Support

ITEM 10 SCRUTINY WORK PROGRAMME

Purpose of the Report

To enable the Commission to review and agree the Scrutiny Work Programme. This includes reviewing the changes made by the other three Scrutiny Committees and adding items to their individual work programmes.

Actions Requested

1. To review the Scrutiny Committees, Work Programme and make any amendments the Commission feel necessary.
2. To agree that the Scrutiny Work Programme be updated in accordance with the decisions taken during consideration of this item and any further decisions taken during the course of this meeting (see Appendix 1).

Reasons

1. To ensure timely and effective scrutiny of the matter/subject.
2. To ensure that the information contained within the Work Programme is up to date.

Policy Context

The Council's Corporate Plan 2020-2024 commits the Council to continue to improve customer service and deliver outstanding services.

Updates on the individual Scrutiny Committee work programmes

Corporate Services Scrutiny Committee:

- At the meeting of the Commission on 10th February 2020, the Chair of the Corporate Services Scrutiny Committee expressed dissatisfaction with their work programme as meetings were too infrequent to allow Members of the Committee to effectively scrutinise key documents, such as the Corporate Delivery Plan 2020/21 in good time. Following this, the meeting of the Corporate Services Scrutiny Committee, due to be scheduled on 25th February 2020 was moved to 4th March 2020 in order to allow the Committee to review the Corporate Delivery Plan 2020/21. The Scrutiny Work Programme has been updated to reflect this.

Housing, Planning, Regeneration and Regulatory Services Scrutiny Committee:

- The Housing, Planning, Regeneration and Regulatory Services Scrutiny Committee was due to meet on 3rd March 2020.

The Neighbourhoods and Community Wellbeing Scrutiny Committee:

- The Neighbourhoods and Community Wellbeing Scrutiny Committee was due to meet on 10th March 2020.

Scrutiny Work Programme

The current Scrutiny Work Programme, as it stood at the time of the publication of this agenda, is attached as Appendix 1 to enable the Commission to decide which scrutiny body should consider new items and currently unscheduled items, and when those should be considered.

Any decisions taken by the Commission during the meeting will be reflected in an updated Work Programme.

Appendices: Appendix 1 – Scrutiny Work Programme

Background Papers: None

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Corporate Services Scrutiny Committee Work Programme

APPENDIX 1

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
CS	4 March 2020 (annual item)	Performance Information (Quarter 3 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarter 3 Report considered at the same time annually.
CS	4 March 2020 (standing item at every meeting)	Work Programme	To consider items for future meetings.	To allow the Committee to identify items for which scrutiny is required.	L. Strong/ Lead Officer	
CS	4 March 2020 (Period 9 - annual item)	Revenue Monitoring (General Fund and HRA)	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	Lead Member/ L. Tansey	Three reports to be considered through the year. Reports to be considered at the same time annually.

Corporate Services Scrutiny Committee Work Programme

CS	07 July 2020 (standing item at every meeting)	Work Programme	To consider items for future meetings.	To allow the Committee to identify items for which scrutiny is required.	L. Strong/ Lead Officer	
CS	07 July 2020 (annual item)	Capital Monitoring including Outturn	Monitoring of position with the Council's Capital Plan.	To ensure progress to the Council's Capital Plan and its financing are satisfactory.	Lead Member/ L. Tansey	Annual report.
CS	07 July 2020 (annual item)	Revenue Monitoring (General Fund and HRA) Outturn	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	Lead Member/ L. Tansey	Annual report.
CS	07 July 2020 (annual item)	Performance Information (Quarter 4 Report – Year End)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarter 4 Report considered at the same time annually.
CS	08 Sept 2020 (annual item)	Performance Information (Quarter 1 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarter 1 Report considered at the same time annually.

Corporate Services Scrutiny Committee Work Programme

CS	08 Sept 2020 (Period 4 - annual item)	Revenue Monitoring (General Fund and HRA)	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	Lead Member/ L. Tansey	Three reports to be considered through the year. Reports to be considered at the same time annually.
CS	08 Sept 2020 (Standing item)	Budget Scrutiny Panel Report Recommendations Monitoring	Monitoring of Budget Scrutiny Panel Report recommendations	To ensure the recommendations of the report were being implemented effectively	Relevant Lead Members/Head of Service	To be considered at each meeting commencing in September 2020
CS	Feb 2021 (annual item)	Performance Information (Quarter 3 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarter 3 Report considered at the same time annually.
CS	Feb 2021 (Period 9 - annual item)	Revenue Monitoring (General Fund and HRA)	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	Lead Member/ L. Tansey	Three reports to be considered through the year. Reports to be considered at the same time annually.

Housing, Planning and Regeneration, and Regulatory Services Scrutiny Committee Work Programme

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
HPRRS	23 June 2020 (standing item at every meeting)	Work Programme	To consider items for future meetings.	To allow the Committee to identify items for which scrutiny is required.	N. Conway/ Lead Officer	
HPRRS	23 June 2020 (standing item at every meeting)	Five Year Housing Land Supply - update	To provide an update to the Committee on the status of the five year Housing Land Supply irrespective of whether it drops below 5.5 years.	To ensure that, when necessary, the figures are scrutinised on a regular basis and any actions can be identified if required.	Lead Member / R. Bennett	Agreed by SMB on 24 October 2018 (min 25.3) in response to a recommendation by the Five-Year Housing Land Supply Scrutiny Panel. Agreed by HPRR on 03 September 2019 to receive regular updates.
HPRRS	23 June 2020	Private Sector Licensing Scheme	To provide the Committee with an update on the consultation responses for the licensing scheme options.	To ensure that timely scrutiny takes place.	Lead Member/ A. Simmons	Agreed by Scrutiny Commission at its meeting on 13th January 2020.
HPRRS	23 June 2020	Housing Allocations Policy review	To provide the Committee with an update on the implementation of the revised Allocations Policy at its one year mark.	To scrutinise timely and effective scrutiny of the new policy and to ensure it is working well.	Lead Member/ A. Simmons	Requested by the Chair and Vice Chair following the December meeting.

Housing, Planning and Regeneration, and Regulatory Services Scrutiny Committee Work Programme

HPRRS	23 June 2020	Decent Homes Contract Update	To provide the Committee with an update on the progress of the Council's Decent Homes Contract with Fortem.	To ensure targets are being met and to identify any areas of concern.	Lead Member/ P. Oliver	Requested by the Chair and Vice Chair following the December meeting.
HPRRS	23 June 2020 (annual item)	Full Performance Information (Quarter 4 Report – Year End)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives. To also include reports on any anti- social or	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Item amended by SC at its meeting on 3 rd June 2019. Quarter 4 Report considered at the same time annually.
HPRRS	15 Sep 2020 (annual item)	Full Performance Information (Quarter 1 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives. To also include reports on any anti-	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Item amended by SC at its meeting on 3 rd June 2019. Quarter 1 Report considered at the same time annually.
HPRRS	15 Sep 2020 (annual item)	Climate Change Strategy Action Plan	Monitoring of the Climate Change Strategy Action Plan.	Monitoring of progress on Action Plan.	Lead Member/ M. French / C. Clarke	Amended by SC at its meeting on 3 rd June 2019: report to be reviewed by the Committee and possibly deleted after its meeting if no longer relevant.
HPRRS	08 December 2020 (annual item)	Full Performance Information (Quarter 2 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives. To also include reports on any anti-social or housing repairs complaints.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Item amended by SC at its meeting on 3 rd June 2019. Quarter 3 Report considered at the same time annually.

Housing, Planning and Regeneration, and Regulatory Services Scrutiny Committee Work Programme

HPRRS	03 March 2021 (annual item)	Full Performance Information (Quarter 3 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives. To also include reports on any anti-social or housing repairs complaints.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Item amended by SC at its meeting on 3 rd June 2019. Quarter 3 Report considered at the same time annually.
HPRRS	To be scheduled as required (ongoing item)	Five Year Housing Land Supply	If the Council's housing land supply falls below 5.5 years, a quarterly report to be provided and the Lead Member to attend to explain what actions are in place to return the five-year housing supply to a satisfactory level.	To ensure that, when necessary, the figures are scrutinised on a regular basis and any actions can be identified if required.	Lead Member / R. Bennett	Agreed by SMB on 24 October 2018 (min 25.3) in response to a recommendation by the Five-Year Housing Land Supply Scrutiny Panel.

Neighbourhoods and Community Wellbeing Scrutiny Committee Work Programme

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
NCW	10 March 2019 (standing item at every meeting)	Work Programme	To consider items for future meetings	To allow the Committee to identify items for which scrutiny is required.	Democratic Services / Lead Officer	
NCW	10 March 2020	Children and Families Wellbeing Service	To scrutinise how the service model provided by Leicestershire County Council impacts Charnwood Borough Council and how officers work with the service.	To allow the Committee to understand the terms of the relationship and whether further scrutiny is required.	External Partner	SMB 06 March 2019, Minute 39.1 refers. Terms of scrutiny amended at its meeting 26 Nov 2019
NCW	10 March 2020 (annual item)	Performance Information (Quarter 3 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarter 3 Report considered at the same time annually.

Neighbourhoods and Community Wellbeing Scrutiny Committee Work Programme

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
NCW	10 March 2020 (six-monthly item)	Community Safety Partnership	To review the work of the Community Safety Partnership on a six-monthly basis, to enable any issues to be identified for further scrutiny by the appropriate scrutiny body and to enable incidences of violent crime to be monitored.	To ensure effective scrutiny of the work of the Community Safety Partnership.	CSP Chair/ J. Robinson / T. McCabe	
NCW	July 2020	Charnwood Lottery	To review the performance of the Charnwood Lottery after initial six month review in July 2019. To include information distinguishing between number of players and number of tickets sold	To scrutinise the Charnwood Lottery once it had been implemented to monitor its performance and ability to provide money for good causes.	Relevant Lead Member / Head of Neighbourhood Services	Requested by NCW at its meeting 26 Nov 2019 to be added to Work programme (minute 24.3 refers)
NCW	July 2020 (annual item)	Performance Information (Quarter 4 Report – Year End)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarter 4 Report considered at the same time annually.
NCW	July 2020	Bulky Waste Collection Charges	To review the introduction (in October 2019) of charges for all bulky waste collections.	6 monthly review was requested by Cabinet at its meeting in July 2019 to enable how the charge is operating in practice to be assessed.	Relevant Lead Member & Head of Cleansing and Open Spaces	Added to the Work Programme at its meeting on 26 Nov 2019.

Neighbourhoods and Community Wellbeing Scrutiny Committee Work Programme

NCW	Sept 2020 (annual item)	Performance Information (Quarter 1 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarter 1 Report considered at the same time annually.
NCW	Nov 2020 (annual item)	Performance Information (Quarter 2 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Quarter 2 Report considered at the same time annually

Democratic Services Officer
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Scrutiny Commission Work Programme

APPENDIX 1

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Scrutiny Commission	To be programmed	EXEMPT ITEM – PRE-DECISION SCRUTINY Building Control Alternative Service Delivery Project		Pre-decision scrutiny item.	Richard Bennett	Item deferred from January meeting of the Commission.
Scrutiny Commission	6 April 2020 (Standing item)	Scrutiny Work Programme and Requests from Scrutiny Committees		To review the Commission's Work Programme. To consider the Scrutiny Work Programme in its entirety to ensure the Commission's role in managing that programme is undertaken. To consider any requests from scrutiny committees that items be added to the work programme which are not within their own remit or that scrutiny panels be established.	K.Widdowson (report) Lead Officer (meeting)	
Scrutiny Commission	6 April 2020 (standing item)	Cabinet items for pre-decision scrutiny		To allow identification of items from the latest Key Decisions Notice for pre- decision scrutiny by the Commission.	K.Widdowson (report) Lead Officer (meeting)	Items may also be determined by the Chair and Vice-chair in consultation with the Democratic Services Manager. Further items may also be added following publication of the Cabinet agenda.

Scrutiny Commission Work Programme

Scrutiny Commission	6 April 2020 (if applicable, standing item)	Pre-decision scrutiny of any specific financial matters to be considered by Cabinet		To ensure pre-decision scrutiny of any out-turn reports, virements and in-year service pressures, particularly when they are related to additional costs arising from decisions by other agencies to reduce	K.Widdowson (report) Lead Officer (meeting)	Agreed by SMB 23 January 2019 (see minute 31.2) (supports recommendation of Budget Scrutiny Panel Jan 2019). To be identified from the Key Decisions
Scrutiny Commission	6 April 2020 (standing item)	Pre-decision scrutiny – Cabinet Response		To consider the response of Cabinet to recommendations by the Commission on pre-decision scrutiny items.	K.Widdowson (report) Lead Officer (meeting)	
Scrutiny Commission	6 April 2020 (standing item)	Progress with Panel Work		To review progress with Scrutiny Panels.	K Widdowson	Funding for Small Business Scoping Document Digitisation and Transformation of Services Scoping Document
Scrutiny Commission	6 April 2020	PRE-DECISION SCRUTINY Insurance Arrangements				Originally selected for pre-decision scrutiny for the meeting of the Scrutiny Commission on 10 February 2020 and deferred.
Scrutiny Commission	6 April 2020	EXEMPT ITEM PRE-DECISION SCRUTINY Enterprise Zone Update				Originally selected for pre-decision scrutiny for the meeting of the Scrutiny Commission on 9 March 2020 and deferred.
Scrutiny Commission	06 April 2020 (annual item)	Draft Annual Scrutiny Report 2019-20			Dem Services Manager	

Scrutiny Commission Work Programme

Scrutiny Commission	06 April 2020 (Quarterly)	Scrutiny Tracker		Allow the Commission to review the Scrutiny Tracker	Democratic Services Manager	Agreed by the Commission at its meeting on 13th January 2020.
Scrutiny Commission	06 April 2020	Children and Families Wellbeing Service Scrutiny Report		A report of the Neighbourhoods and Community Wellbeing Scrutiny Committee scrutinizing how the service model provided by Leicestershire County Council impacts Charnwood Borough Council and how Officers work with the service.	Chair of Neighbourhoods and Community Wellbeing Scrutiny Committee	Following request at the Scrutiny Commission meeting on 9 December 2019 to potentially replace the Children Centres Scrutiny Panel.
Scrutiny Commission	06 April 2020	Generating Commercial Income Scrutiny Panel Report		A report of the Generating Commercial Income scrutiny panel to outline recommendations made by the panel.	Simon Jackson	
Scrutiny Commission	06 April 2020	Air Quality Review and Assessment Report 2019		Update on the Council's Air Quality Plan for 2019.	Alan Twells and Lead Officer	Item deferred from 9 March 2020 at the Scrutiny Commission meeting on 10 February 2020.

Scrutiny Commission Work Programme

Scrutiny Commission	29 June 2020	PROVISIONAL PRE-DECISION SCRUTINY Private Sector Licensing Scheme Update		In the event that HPRRS Scrutiny Committee does not review the report due to timing issues, and had not already reviewed the report in March 2020.	Alison Simmons	Agreed by the Commission at its meeting on 13th January 2020
Scrutiny Commission	February 2021 (annual item)	Corporate Delivery Plan 2021/22		Consideration of draft plan to ensure scrutiny input. Plan due to be considered by and agreed by Cabinet in March 2021.	Leader/ R.Mitchell/S. Kinder	<i>*Short timescale between committee and Cabinet consideration.</i>

Formal Scrutiny Panels

Due to officer capacity there is an agreement that no more than 4 scrutiny panels (Formal and Express) should be convened during any given period.

Generating commercial income/surplus (Formal) – Chair Cllr Baines

Meetings scheduled for 5 Nov (informal), 28 Nov, 23 Jan and 5 March



**FORTHCOMING KEY
DECISIONS AND DECISIONS
TO BE TAKEN IN PRIVATE
BY CHARNWOOD BOROUGH
COUNCIL'S EXECUTIVE**

**Published
12th February 2020**

What is a Key Decision?

A key decision is one which:

- commits the Council to expenditure, savings or increases or reductions in income of £150,000 or more in any financial year;
- makes proposals in relation to the budget or the policy framework under Budget and Policy Framework Procedure 14.2(a); or
- will result in the closure of any facility from which Borough Council services are provided or a reduction by more than 10% in the level of a discrete service provided.

In other cases, the impact of the decision will be considered in terms of the strategic nature of the decision, the effect on the amenity of the community or quality of service provided by the Council to a significant number of people living or working in the locality affected, the size of the area affected and the likely public interest in the decision.

What is a Private Meeting?

Meetings of the Council's Cabinet are open to the public to attend. All or part of a meeting may be held in private, where the item of business to be considered may result in confidential or exempt information being disclosed. Definitions of confidential and exempt information are set out in the Access to Information Procedures in the Council's Constitution.

Representations

Members of the public are able to make representations about forthcoming key decisions to be taken by the Council's Executive, these should be made in writing (including via e-mail) to the responsible officer (details are listed for each proposed key decision). Members of the public are also able to make representations concerning proposals to hold a meeting in private, these should be made in writing (including via e-mail) to Democratic Services (contact details below). In both cases, representations should be submitted by midday on the working day preceding the date on which the decision is due to be taken.

Other information

This document supersedes all previous Forward Plans.

If you have any general queries, please contact:

Karen Widdowson
Democratic Services Manager
Charnwood Borough Council,
Southfield Road, Loughborough, Leicestershire, LE11 2TX
Tel: 01509 634785
Email: democracy@charnwood.gov.uk

FORTHCOMING EXECUTIVE KEY DECISIONS

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Capital Strategy, Treasury Management Strategy Statement, Minimum Revenue Provision Policy and Annual Investment Strategy 2020-21	To seek approval to a Capital Strategy, Treasury Management Strategy Statement, Annual Investment Strategy and Minimum Revenue Provision Policy for 2020-21 and the annual report on the Prudential Code, for recommendation to Council.	Cabinet Council	13th February 2020 24th February 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
2020-21 General Fund and HRA Revenue Budgets and Council Tax	To seek approval to the Revenue Budget, Capital Plan, Financial Plan for 2020-21 and to propose the Council Tax for approval by Council.	Cabinet Council	13th February 2020 24th February 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
New Capital Plan 2020-21 to 2022-23	To approve the Capital Plan.	Cabinet Council	13th February 2020 24th February 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Southfields Security Contract	To approve the tendering of a 4 year security contract.	Cabinet	12th March 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Enterprise Zone Update	To endorse the draft Legal Agreement between the Council and the Local Enterprise Partnership. To give delegated authority to the Leader and Chief Executive to amend and finalise the Legal Agreement subject to further negotiation with the LEP.	Cabinet	12th March 2020	Report	No	Rob Mitchell Chief Executive Tel: 01509 634600 chief.executive@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Insurance Arrangements	To approve the most cost-effective future option for the provision of the Council's insurance cover.	Cabinet	12th March 2020	Report	No	Adrian Ward Head of Strategic Support Tel: 01509 634573 adrian.ward@charnwood.gov.uk
Charnwood Grants	To consider applications for revenue funding received in round four (additional) of the Community Facilities Capital Grants and Community Development Grant Schemes for 2019/20.	Cabinet	12th March 2020	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Annual Procurement Plan 2020/21	To seek approval to the Annual Procurement Plan for 2020/21.	Cabinet	12th March 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Housing Capital Programme	To approve the annual investment programme for improvements to the Council's housing stock.	Cabinet	12th March 2020	Report	Yes	Peter Oliver Head of Landlord Services Tel: 01509 634952 peter.oliver@charnwood.gov.uk
Local Development Scheme	To approve a revised Local Development Scheme (LDS) so that the programme for the preparation of planning documents for Charnwood is agreed.	Cabinet	12th March 2020	Report	Yes	Richard Bennett Head of Planning and Regeneration Tel: 01509 634763 richard.bennett@charnwood.gov.uk
Corporate Delivery Plan 2020/21	To set out the Council's principal activities in delivering the Corporate Plan for the Council Year 2019/20.	Cabinet	12th March 2020	Report	Yes	Adrian Ward Head of Strategic Support Tel: 01509 634573 adrian.ward@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Commercialisation Approach	To note the intention to secure additional staffing resources to support the Council's commercial activities. To approve use of the Reinvestment Reserve to fund additional staff resource for 1 year. To approve proposed process for evaluation and acquisition of commercial investment properties. To note the other actions the Council intends to take to support its commercialisation agenda.	Cabinet	12th March 2020	Report	Yes	Simon Jackson Strategic Director of Corporate Services Tel: 01509 634699 simon.jackson@charnwood.gov.uk
Sheltered Housing and Support Review	To outline on a scheme by scheme basis the recommended proposals of the Project Board and detail the next steps for implementation.	Cabinet	7th May 2020	Report	Yes	Alison Simmons Head of Strategic and Private Sector Housing Tel: 01509 634780 alison.simmons@charnwood.gov.uk
Equality, Diversity and Inclusion Strategy 2020-2024	To approve/adopt a revised Equality, Diversity and Inclusion Strategy 2020-24.	Cabinet	7th May 2020	Report	Yes	Simon Jackson Strategic Director of Corporate Services Tel: 01509 634699 simon.jackson@charnwood.gov.uk
Charnwood Grants	To consider applications for revenue funding received in round one of the Community Facilities Capital Grants and Community Development Grant Schemes for 2020/21.	Cabinet	4th June 2020	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Private Sector Housing Licensing Scheme Update	To approve proposals for a Private Sector Licensing Scheme following the consultation exercise. To approve the Communication Strategy for the promotion and implementation of the Private Sector Licensing Scheme. To authorise the resources required to recruit Housing Standards Officers to enforce the Private Sector Licensing Scheme.	Cabinet	2nd July 2020	Report	Yes	Alison Simmons Head of Strategic and Private Sector Housing Tel: 01509 634780 alison.simmons@charnwood.gov.uk
Capital Plan Outturn 2019/20	To report the Council's capital expenditure results for 2019/20 subject to audit.	Cabinet	2nd July 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
General Fund and HRA Revenue Outturn Report (2019/20) and Carry Forward of Budgets	To report the Council's revenue expenditure results for 2019/20 subject to audit.	Cabinet	2nd July 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet Council	2nd July 2020 7th September 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Amendments to Annual Procurement Plan	To consider possible amendments to the Annual Procurement Plan.	Cabinet	2nd July 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Charnwood Grants	To consider applications for revenue funding received in round two of the Community Facilities Capital Grants and Community Development Grants Schemes for 2020/21.	Cabinet	17th September 2020	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Amendments to Annual Procurement Plan	To consider possible amendments to the Annual Procurement Plan.	Cabinet	17th September 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet Council	17th September 2020 9th November 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Medium Term Financial Strategy 2021-2024	To present a revised MTFs to Cabinet and Council for approval.	Cabinet Council	19th November 2020 January 2021	Report Report	Yes Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Charnwood Grants	To enable Cabinet to consider applications for funding received in round three of the Community Facilities Capital Grants and Community Development Grants Schemes for 2020/21.	Cabinet	10th December 2020	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Draft General Fund and HRA 2021-22 Budgets	To seek approval to the Draft Revenue Budget for 2021-22 as a basis for consultation.	Cabinet	10th December 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet Council	10th December 2020 January 2021	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Amendments to Annual Procurement Plan	To consider possible amendments to the Annual Procurement Plan.	Cabinet	10th December 2020	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk

EXECUTIVE MEETINGS TO BE HELD IN PRIVATE

The following items are due to be considered by the Council's Cabinet and the public could potentially be excluded since exempt or confidential information could be considered.

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Enterprise Zone Update	To endorse the draft Legal Agreement between the Council and the Local Enterprise Partnership. To give delegated authority to the Leader and Chief Executive to amend and finalise the Legal Agreement subject to further negotiation with the LEP.	Cabinet	12th March 2020	Report	No	Rob Mitchell Chief Executive Tel: 01509 634600 chief.executive@charnwood.gov.uk
Insurance Arrangements	To approve the most cost-effective future option for the provision of the Council's insurance cover.	Cabinet	12th March 2020	Report	No	Adrian Ward Head of Strategic Support Tel: 01509 634573 adrian.ward@charnwood.gov.uk

Page 106

When items are considered in exempt or confidential session, the reasons for exemption would fall into one or more of the following categories:

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes—
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

CABINET MEMBERS

Members of the Council's Cabinet are as follows:

Name (Group)	Lead Member Responsibilities
Councillor Morgan (Conservative)	Leader of the Council Whole Council, Strategic Partnerships and Communications Planning, Inward Investment and Tourism Strategy
Councillor Barkley (Conservative)	Deputy Leader of the Council Finance and Property
Councillor Bokor (Conservative)	Loughborough
Councillor Harper-Davies (Conservative)	Performance of Major Contracts
Councillor Mercer (Conservative)	Housing
Councillor Poland (Conservative)	Equalities, Member and Strategic Services
Councillor Rollings (Conservative)	Transformation
Councillor Smidowicz (Conservative)	Regulatory Services, Enforcement and Licensing
Councillor Taylor (Conservative)	Communities, Safety and Wellbeing