



SCRUTINY COMMISSION

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To: Members of the Scrutiny Commission

All other members of the Council
(For information)

You are requested to attend the meeting of the Scrutiny Commission to be held via virtual meeting on Zoom on Monday, 6th July 2020 at 6.00 pm for the following business.

Chief Executive

Southfields
Loughborough

26th June 2020

AGENDA

1. APOLOGIES
2. MINUTES OF THE PREVIOUS MEETING 5 - 13
To approve the minutes of the meeting of the Commission held on 1st June 2020.
3. DECLARATIONS OF PECUNIARY AND PERSONAL INTERESTS
No declarations were made.
4. DECLARATIONS OF THE PARTY WHIP

5. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURES
11.16

No questions were submitted.

6. ECONOMIC RECOVERY CELL UPDATE

14 - 45

A report of the Strategic Director for Housing, Planning and Regeneration and Regulatory Services to provide the Commission with more detail on the approach to economic recovery.

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

The following items of specific financial matters have been identified for pre-decision scrutiny from the Cabinet agenda for 9th July 2020 in order to make recommendations as appropriate to Cabinet:

(a) Capital Plan Outturn Report 2019/20

46 - 53

A report of the Head of Finance and Property Services to show the total expenditure on the Capital Plan for the year 2019/20 compared with the current budget, which was reported to Cabinet in the Capital Plan Amendment Report on 3rd July 2019 (minute 17), plus subsequent reports on 19th September 2019 (minute 30) and 16th December 2019 (minute 59). In addition, the report details those schemes that require carry forward of budget to 2020/21 and 2021/22 also the provisional arrangements for the financing of the Plan.

(b) General Fund and HRA Revenue Outturn 2019/20 and Carry Forward Budget

54 - 66

A report of the Head of Finance and Property Services to inform Cabinet of the Revenue Outturn position of the General Fund and Housing Revenue Account (HRA) for 2019/20 compared with the Original budgets and request budget carry forwards of £5.6k for the General Fund.

8. CABINET ITEMS FOR PRE-DECISION SCRUTINY

The following item has been identified for pre-decision scrutiny from the Cabinet agenda for 9th July 2020 in order to make recommendations as appropriate to Cabinet:

(a) Enterprise Zone Update

An exempt report of the Chief Executive will be circulated to members. **To follow.**

THIS IS AN EXEMPT REPORT AND WILL BE CONSIDERED UNDER ITEM 13.

9. SCRUTINY COMMISSION PRE-DECISION SCRUTINY - CABINET RESPONSE 67 - 68
- To set out the Cabinet's responses to the recommendations of the Commission on pre-decision scrutiny items.
10. COMMERCIALISATION SCRUTINY PANEL REPORT 69 - 97
- To consider the observations and recommendations of the Commercialisation Scrutiny Panel.
11. SCRUTINY COMMISSION WORK PROGRAMME 98 - 114
- 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.
12. EXEMPT INFORMATION
- It is recommended that members of the public be excluded from the meeting during the consideration of the following item on the grounds that it will involve the likely disclosure of exempt information as defined in Paragraphs 3 and 5 of Part 1 of Schedule 12A to the Local Government Act 1972 and it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
13. ENTERPRISE ZONE UPDATE
- An exempt report of the Chief Executive will be circulated to members.
- For information, further meetings of the Group are scheduled as follows:
- 10 August 2020
 - 14 September 2020
 - 12 October 2020
 - 16 November 2020
 - 7 December 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 1ST JUNE 2020

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

Councillor Harper-Davies (Cabinet Lead Member
for Performance of Major Contracts)

Chief Executive
Strategic Director of Housing, Planning,
Regeneration and Regulatory Services
Strategic Director of Corporate Services
Head of Leisure and Culture
Democratic Services Manager
Information Development Manager
Democratic Services Officer (SW) and Democratic
Services Officer (NC)

APOLOGIES: None

The Chair stated that this virtual meeting would be livestreamed and recorded and the 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.

1. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of the Commission held on 9th March 2020 were approved subject to an additional recommendation being added to Minute 113a 'Corporate Delivery Plan 2020/21' as follows:

'Recycling rate targets be reviewed to reflect more realistic desire to improve.'

2. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

No disclosures were made.

3. DECLARATIONS OF THE PARTY WHIP

No declarations were made.

4. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURES 11.16

No questions had been submitted.

5. DISCUSSION PAPER - APPROACH TO SCRUTINY DURING THE COVID-19 PANDEMIC

A report of the Head of Strategic Support to inform the Commission of the guidance produced by the Centre for Public Scrutiny (CfPS) supported by the Local Government Association (LGA) concerning the challenges associated with carrying out scrutiny during the Covid-19 pandemic was considered (item 6 on the agenda filed with these minutes).

The Democratic Services Manager attended the meeting and assisted with the consideration of this item. The following summarises the discussion:

- (i) There was a consideration that a six-month suspension of scrutiny committees and panels could be too lengthy as progress in overcoming the pandemic appeared to be positive and the situation was likely to change drastically during the period of the next six months. It was suggested that the six-month suspension timescale until 30th November 2020 should apply, but that a review of this be undertaken at a meeting of the Commission in September or October 2020.
- (ii) The concept of one key scrutiny item to focus on at each Scrutiny Commission meeting would be beneficial. There was a suggestion that scrutiny reflect the recovery cells, concentrating on three key areas; organisational recover, economic recovery and community recovery. The Commission could rotate these themes and receive an update on each one, every three months.
- (iii) The 'live' questioning from members of the public would not be practical, but there was already provision for members of the public and councillors to submit questions under Scrutiny Committee procedure 11.16 as set out in the Constitution. These questions would be received in advance of the meeting, which could then be published with the agenda and answered at the meeting by the relevant officer.
- (iv) Members agreed that strengthening the relationship between Audit and Scrutiny would be beneficial during the period of recovery. This would allow the Commission to be informed on the financial implications in a timely manner.
- (v) With regards to Special Responsibility Allowances for the Chairs and Vice-Chairs of the directorate-based scrutiny Committees, Members felt that this required further consideration and discussion.

RESOLVED

- 1. that the current cycle of directorate-based Scrutiny Committee meetings and Scrutiny Panel work be suspended for six months until 30th November 2020 with a review in September or October 2020;
- 2. that option 1 as set out in the report of the Head of Strategic Support be applied, using the Scrutiny Commission with existing membership and monthly cycle of meetings as the temporary single Scrutiny function;

3. that a single substantive agenda item for each meeting concentrate on one of the recovery cells; organisational recovery, economic recovery and community recovery;
4. that the relationship between the Scrutiny Commission and the Audit Committee be strengthened as set out in the report;
5. that the Council actively promote the use of 'Questions under Scrutiny Committee Procedure 11.16' as set out in the Constitution.

Reasons

1&2. In order for the Council to continue robust member-led scrutiny proportionate to the constrained resources that the Council has at its disposal.

3&4. To ensure that the scrutiny function at the Council is able to effectively scrutinise the Council's approach to recovery.

5. In order for the Council to satisfy the CfPS guidance.

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

There were no items of this nature to consider.

7. COVID-19: COUNCIL APPROACH TO COMMUNITY, ECONOMIC AND ORGANISATIONAL RECOVERY

A Cabinet report of the Chief Executive setting out the Council approach to community, economic and organisational recovery following the Covid-19 pandemic was considered for pre-decision scrutiny (item 8a on the agenda filed with these minutes).

The Chief Executive, the Strategic Director of Housing, Planning, Regeneration and Regulatory Services and the Strategic Director of Corporate Services attended the meeting to assist with the consideration of this item. The following summarises the discussion:

- (i) The Chief Executive expressed satisfaction that the Scrutiny Commission was once again active, despite the ongoing Covid-19 pandemic and acknowledged that scrutiny would have a significant role in the recovery of the Council.
- (ii) Councillors expressed thanks to Officers in responding successfully to the crisis and acknowledged the significant amount of work that had been undertaken in ensuring the Council remained efficient and functional. Particular reference was made to ICS who they felt deserved recognition. The Chief Executive put on record his thanks to employees for their commitment and professionalism.
- (iii) Members' involvement in the recovery of the Council would be significant, and where possible, Members should do this through the committees they participate in. Council

resources had been focussed at responding to crisis and maintaining excellent services during the current pandemic, and Officer time was limited as a result of this. Councillor casework would extend across all themes within the recovery plan; organisational, economic and community. Councillors were advised to concentrate on urgent casework at present and in due course would receive guidance on the routine casework.

- (iv) The Council aimed to continue to communicate and engage with local businesses as this had been done successfully so far. It was suggested that ‘communication and engagement with local businesses’ was the priority in the ‘Backing Our Businesses’ section of the report, and that this should be made the first objective, as opposed to the final one.
- (v) The Council had responded to the crisis in a way that allowed innovative and new ways of working to develop and opportunities presented had been embraced. It was anticipated that positive changes that had derived from the pandemic would be adopted on a long-term basis by the Council.
- (vi) Risk Management associated with the Council’s approach to recovery was refined and applied to individual risks, as opposed to the overall approach. This would allow for thorough examination of the risk and identification of appropriate solutions.
- (vii) Employee sickness levels remained roughly standard for the time of year. There would be an opportunity to measure statistics associated with staff sickness at future Scrutiny Commission meetings, if a temporary revised structure allowed for this.
- (viii) It was recognised that the current financial situation of the Council was exceptional, and that income had been compromised as a result of the pandemic. The Council was explicitly monitoring the ongoing implications of the pandemic and was considering the adaptations required to facilitate this. An outturn return will be presented to Cabinet which will indicate the initial impact of the pandemic. Beyond this an interim budget will be developed which will culminate in reports to Cabinet and Council in the autumn.
- (ix) Commercialisation remained a significant consideration of the Council’s business and where possible, would continue to incorporate the original ideas proposed previously, prior to the pandemic. It was noted that the link to recovery and regeneration would be explored. The approach to commercial property would be revised to take into account changes in the economy, markets, legislation and finances.
- (x) The Council had been able to manage cash flow through the treasury in the normal way. There had been some adverse cash flow impact experienced, but this was manageable within the context of the Council’s cash balances and had also been somewhat mitigated by additional Government funding received.

RESOLVED

1. that the Cabinet be informed that the Commission supports the recommendations as set out in the report of the Chief Executive, subject to the change recommended in resolution 2 below;

2. that it be recommended to Cabinet that the Council's objective to communicate and engage with local businesses be made the first point in the 'Backing Our Businesses' section of the report.
3. that officers be asked to ensure councillors receive advice and guidance on the continuation of routine casework when information is available.

Reasons

1. The Commission, having carefully considered the report, felt the Cabinet should approve the recommendations set out.
2. To emphasize the importance of the continuation of communication and engaging with local businesses.
3. To ensure that Councillors were able to continue with casework in a safe and timely manner where possible.

8. 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.

9. PROGRESS WITH PANEL WORK

A report of the Head of Strategic Support to review progress with Scrutiny Panels and to consider the implications of the Covid 19 pandemic on the current scrutiny panel programme was considered (item 10 on the agenda filed with these minutes).

The Democratic Services Manager assisted with the consideration of this item. The following summarises the discussion:

- (i) It was confirmed that the Commission had earlier in the meeting agreed to suspend scrutiny panel work for a six-month period and this was to be reviewed in September or October 2020.
- (ii) It was suggested that the Budget Scrutiny Panel remained in operation during the six-month suspension period to allow for significant financial implications to be reviewed. A report outlining this will be received by the Commission at its meeting in July.

- (iii) The report from the Generating Commercial Income Scrutiny Panel had been deferred from this meeting to allow the Commission to prioritise the scrutiny of Covid-19 responses. It was acknowledged that this report should be received by the Commission at its next meeting as it was already complete. This would keep the Commission informed and allow for the development of commercial ideas in the future following recovery.

RESOLVED

1. that no changes be made to scrutiny panels;
2. that Scrutiny Panel work be suspended for six months until 30th November 2020;
3. that the Generating Commercial Income Scrutiny Panel report be submitted to the next meeting of the Scrutiny Commission.

Reasons

1. To ensure timely and effective scrutiny of the matter/subject.
2. To focus Council resources on the Covid-19 pandemic.
3. To ensure the Commission is informed and allow for the development of commercial ideas in the future following recovery.

10. CHILDREN AND FAMILIES WELLBEING SERVICE - REPORT FROM NEIGHBOURHOODS AND COMMUNITY WELLBEING SCRUTINY COMMITTEE

A report of the Neighbourhoods and Community Wellbeing Scrutiny Committee to provide an update to the Commission after its review of the Children and Family Wellbeing Service at its meeting held on 10th March 2020 was considered (item 11 on the agenda filed with these minutes).

The following summarises the discussion:

- (i) The Commission thanked the Neighbourhoods and Community Wellbeing Scrutiny Committee for producing the report and acknowledged that it added value to the consideration of panel work.
- (ii) The Commission felt that receiving further data on referrals from Charnwood in six months' time as suggested in the report would be beneficial and a further review of the service could then be undertaken at that time. This is likely to coincide with the restoration of the scrutiny panels and committees and so a further decision can be made at this point regarding a scrutiny panel on children's centres.

RESOLVED

1. that the Scrutiny Commission notes the observations and resolutions of the Neighbourhoods and Community Wellbeing Scrutiny Committee;

2. that performance data and numbers of case referrals for Charnwood Borough be requested from LCC and, if available, be circulated to the Committee in six months' time.

Reasons

1. To ensure the Commission is informed on the topic of Children's Centres in order to establish whether a scrutiny panel was required.
2. The Committee and the Commission wished to understand the performance of the Service as it related to the Charnwood area and, as the Service was relatively new, allow for the generation of data.

11. SCRUTINY WORK PROGRAMME

A report of the Head of Strategic Support to agree the Scrutiny Work Programme for the committees including any amendments to the current work programme was considered (item 12 on the agenda filed with these minutes).

The Democratic Services Manager assisted with the consideration of this item.

RESOLVED

1. that no changes be made to the Scrutiny Committees Work Programme;
2. that the directorate-based scrutiny committees be suspended for six months until 30th November 2020 with a review in September or October 2020;
3. 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.

Reasons

1. To ensure timely and effective scrutiny.
2. To focus Council resources on the Covid-19 pandemic.
3. To ensure that the information contained within the Work Programme is up to date.

12. SCRUTINY COMMISSION WORK PROGRAMME

A report of the Head of Strategic Support 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 was considered (item 13 on the agenda filed with these minutes).

The Democratic Services Manager assisted with the consideration of this item. The following summarises the discussion:

- (i) The Annual Scrutiny Report 2019-20 had been deferred from this meeting in order for the Commission to prioritise the Council's response to Covid-19. It was acknowledged that the Commission had not completed a full year of meetings due to Covid-19 and so it would be more appropriate to further defer this item to October or November 2020.
- (ii) The Commission agreed that future agendas should focus on one key scrutiny topic, which reflected the Council's recovery plan, of community recovery, economic recovery and organisational recovery. The Lead Officer involved in each of these recovery cells would be invited to the relevant Scrutiny Commission meetings to present their update. Pre-Decision Scrutiny would continue as usual.
- (iii) It was emphasised that items on the work programmes associated with scrutiny would not be lost and would remain present until the current structure was reinstated, at which point they would be referred to.
- (iv) It was requested that the next meeting of the Scrutiny Commission be moved from 29th June 2020 to 30th June 2020 in order to facilitate a change in the Council's meetings timetable.

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;
3. that the Scrutiny Commission Work Programme be revised and presented at the next meeting. This would include one key scrutiny item per meeting, to reflect that of the Council's Covid-19 recovery plan, focusing on community recover, economic recovery and organisational recovery;
4. that the Annual Scrutiny Report 2019-20 be deferred to October or November 2020;
5. that the next meeting of the Scrutiny Commission takes place on 30th June 2020*, as opposed to 29th June 2020.

**Date subsequently moved to 6th July 2020, following a change to the July Cabinet meeting date.*

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.

3. To ensure the Scrutiny function carefully considers the Council's approach to recovery from Covid-19.
4. To ensure that the Annual Scrutiny Report reflected a full 12 months of Scrutiny work undertaken by the Commission.
5. To facilitate a change in the Council's meetings timetable.

13. EXEMPT INFORMATION

RESOLVED that members of the public be excluded from the meeting during the consideration of this item on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, and the public interest in maintaining the exemption outweighed the public interest of disclosing the information.

At this point in the meeting the live streaming was switched off.

14. LEISURE CENTRE CONTRACT

An exempt Cabinet report of the Head of Leisure and Culture to consider financial support to the Leisure Centre Contractor during the current Covid-19 pandemic to support ongoing hibernation was considered for pre-decision scrutiny (exempt item 15 on the agenda filed with these minutes).

The Chief Executive, the Head of Leisure and Culture and the Cabinet Lead Member for Performance of Major Contracts attended the meeting to assist with the consideration of the item. A summary of the Commission's discussion on this matter is provided in the exempt minute (Scrutiny Commission Minute 14E. 2020/21).

RESOLVED that recommendations be made as detailed in the exempt minute (Scrutiny Commission Minute 14E 2020/21).

Reason

As set out in the exempt minute (Scrutiny Commission Minute 14E 2020/21).

NOTES:

1. No reference may be made to these minutes at the next available Ordinary Council meeting 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.

<i>REPORT TO:</i>	Scrutiny Commission
<i>SUBJECT:</i>	Economic Recovery Post Covid -19
<i>LEAD OFFICER:</i>	Eileen Mallon
<i>CABINET LEAD MEMBER:</i>	Cllr J. Morgan
<i>ORIGIN OF ITEM:</i>	The Scrutiny Commission on 1st June 2020 resolved that a single substantive agenda item for each meeting concentrates on one of the recovery cells as listed in the report of the Chief Executive 'COVID-19: Council approach to community, economic and organisational recovery'.
<i>BRIEF FOR THE COMMITTEE</i>	To provide the Commission with more detail on the approach to economic recovery.

1. EXECUTIVE SUMMARY

1.1 At its meeting on 1st June 2020 the Scrutiny Commission received a report from the Chief Executive outlining the impact of the Covid – 19 outbreak on the financial and operational position of the Council. In addition, Scrutiny Commission was advised of the actions taken to respond to the emergency and begin the recovery for the Community, Economy and Organisation.

1.2 The Economic Recovery cell is leading on a number of actions to support businesses to recover from the impact of Covid -19 measures. The Council is also working at a county-wide level with colleagues from the Local Resilience Forum (LRF), the Leicester and Leicestershire Economic Partnership (LLEP), and other Local Authorities, who are also progressing a number of economic recovery actions.

1.3 The objectives of the Economic Recovery Cell are to:

- facilitate opportunities for short/medium/long term economic development and regeneration across the Borough.
- support economic recovery by assessing finances, seeking and embracing opportunities for additional finance and identifying potential projects.
- develop improved networks of support and inclusivity by working in partnership with other agencies to support return to the 'new normal' in a safe way.
- inform and shape how we prioritise and deliver services in the future through consultation and engagement with those most appropriate.

- work with local businesses, partners, communities and stakeholders to support economic recovery.
- 1.4 To deliver the objectives the cell is working through a number of workstreams which are contained in an overarching work programme. The work programme is attached at Appendix A.

2. Report

2.1 At the start of the pandemic, the Council's focus was on the response element, which was mainly driven by the LRF through the activation of emergency plan processes. This included setting up the community hub to support those who were shielding or unable to access critical support services and food purchases, taking all the rough sleepers and other homeless off the streets, implementing emergency grants to businesses, closing open spaces and play areas, and dealing with the organisational impact of the closure of the Southfields office, moving most employees to remote working. In addition, arrangements had to be made to protect those staff who were still operating in residents homes, most specifically the housing repairs team which has continued to respond to emergency repair requests throughout.

2.2 As the emergency response phase came towards an end, the focus shifted to the recovery phase, with local authorities taking a lead role in assisting communities and businesses to return to the 'new normal'. The recovery phase has been broken down into three areas, Organisation, Community and Economic recovery. In relation to Economic Recovery, the emphasis has been on preparing for the reopening of businesses across the Borough including retail, other services and hospitality. The actions which have been followed are contained within the action plan at Appendix A and follow five themes to assist the economy of Charnwood. The Strategic Director of Housing, Planning and Regeneration and Regulatory Services has been the lead officer for the Economic Recovery Cell, and will give a short presentation during the meeting on the key actions that have been followed. A summary of each of the themes for recovery is outlined below.

2.3 **Theme 1 - Building Back Better**

The main purpose for this work strand is to work closely with businesses and partners to identify the safest way for businesses to return, and to build on any opportunities for improvements. Some of the partners engaged in this area have been the LRF, LLEP, other local authorities in Leicestershire, the BID, (Business Improvement District), parish councils, Leicestershire Police, and individual businesses. Identifying how the new regulations and requirements will impact on businesses as they re-open has been key, and there has been a tremendous amount of work done to ensure that all businesses have

access to information, help and guidance to support them to reopen and be 'covid secure'.

In addition, officers have continued to work on the Town Deal submission, to ensure that if there is funding available to support improvements in Loughborough, the Town Deal Board is in a position to make a bid. The Board is working to a deadline of 31st July.

The focus of the group reflects the guidance issued by central government in relation to the sectors which are being opened, therefore subsequent activity will focus on the re-opening of the hospitality sector, the night-time economy, and hair and beauty. Issues affecting tourism and events are also being considered.

2.4 Theme 2 - Backing Our Business

This area has looked at assisting business in a practical sense, for example providing them with social distancing measures through the BID, including floor stickers and notices, offering advice and guidance on regulatory requirements, and undertaking visits to premises where necessary. The BID has been commissioned to work across Charnwood.

The Council is providing free advertising to businesses as part of a media promotion campaign which will include spotlight features on various locations. As of 25th June 2020, more than 120 businesses had signed up for the offer.

In addition, the effective and efficient distribution of government funding to support businesses through the business grants process has been undertaken by the business cell, to ensure this funding is distributed quickly to businesses who qualify and need financial support.

2.5 Theme 3 - Managing a safe and welcome return

The majority of the work in this cell has been around the reopening of the retail sector, and subsequently the hospitality and night-time economy. Areas of work have included ensuring that residents can safely access retail centres across the Borough and feel confident about the measures that are put in place to ensure a safe shopping experience. Activities have included enabling the Loughborough market to return through the re-positioning of stalls, queue management and social distancing measures. In addition, providing additional bicycle parking and enabling touchless access to car parks are all in progress.

The footfall in Loughborough town centre is being monitored, which will help visitors to identify the best times to shop and will give an indicator of when the town centre is becoming busier, making social distancing more difficult. Shoppers can then time their visits to less busy hours if they have any concerns.

The re-opening of other sectors is also in focus for this cell, and proposals are now being considered for the provision of the hospitality sector including pubs, restaurants and cafes, with the provision of outdoor space a major issue for many businesses. Once the

regulations have been issued for these sectors, officers will be giving advice and assistance to businesses to support a safe return.

2.6 Theme 4 – the Council’s Economic Resilience

The focus of this theme is to consider the measures that can be put in place to support the organisation through the recovery phase. Central to this is the development of an economic investment strategy for the Council, revisions to the commercialisation agenda, review of existing strategic contracts and procurement processes and realignment of the capital programme to ensure the Council is best positioned to respond to the challenges facing it during the recovery phase and beyond. This will be a Council wide activity and will cross over into all of the recovery cells.

2.7 Theme 5 – Bringing back hospitality, leisure and the night - time economy

This theme seeks to coordinate the activities of the BID, Police and the Council’s licensing, food safety, town centre, leisure, neighbourhoods and planning functions to ensure the hospitality sector and night - time economy can be brought back in a safe and managed way. It involves the consideration of open air seating, signage, high street helpers, queue management and events to support existing businesses and those reopening after lock down.

3.0 Longer term economic recovery

3.1 It is anticipated that the impacts of the Covid-19 pandemic on the global, national and local economy will be far reaching. Existing national data suggests that the economic downturn is the most severe ever and therefore full recovery is very likely to take a number of years. In order to identify the main challenges facing the economy of Charnwood in the coming months and years, the Council has commissioned Third Life Economics to undertake an Economic Impact Assessment, which will identify the key issues facing Charnwood across a range of sectors in the medium to longer term.

3.2 The economic impact assessment will identify structural changes to the local economy (such as sectoral closures), skills gaps, unemployment issues, and the challenges some sectors will face such as supply chain changes. Changing consumer and business demands post pandemic might also, in some instances, present new opportunities and localities should look to be flexible and innovative in how they can support new or different enterprise activities.

3.3 The Council will use this work to inform future decisions regarding strategies, investments and activities, and to support the work we are doing with the LLEP, our partner LA’s across the County, and

stakeholders like Loughborough University, the BID and the Economy and Skills Group of Charnwood Together.

- 3.4 Facilitating longer-term recovery from the pandemic will require an alignment of specific initiatives, such as the Loughborough Town Deal or shaping of future Capital Plans, to wider economic recovery planning and objectives.

Appendices: Appendix A Work Programme

Background Papers:	None
Officer(s) to contact:	Eileen Mallon Strategic Director of Housing, Planning and Regeneration and Regulatory Services tel 01509 634662 email eileen.mallon@charnwood.gov.uk

Title:	Economic Recovery Cell	Date:	June 2020
Scope:	<p>We will:</p> <ul style="list-style-type: none"> ▪ facilitate opportunities for short/medium/long term economic development and regeneration across the Borough ▪ support economic recovery by assessing finances, seeking and embracing opportunities for additional finance and identifying potential projects that will benefit local businesses across the Borough ▪ develop improved networks of support and inclusivity by working in partnership with other agencies to support return to the 'new normal' in a safe way. ▪ inform and shape how we prioritise and deliver services in the future 		

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OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE	
1. BUILDING BACK BETTER					
1.1	Facilitate opportunities for short/medium/long term economic development and regeneration across the Borough.	Promotion of what Loughborough/ the Borough has to offer through Charnwood InBusiness.	M. Roberts	December 2020	<p>COMPLETE: Received a quote for the content marketing of £10.5k and further investigation took place as to what we will receive within this full package.</p> <p>Additionally, a new logo has been created for Charnwood InBusiness (subject to consultation and approval).</p> <p>ADDITIONAL UPDATE 01/06/20: Launch of Charnwood InBusiness planned for 03/06/20. The launch article has been approved by the Leader. Pictures have been taken of other centres i.e. Syston, Thurmaston to showcase wider Borough and more artwork has been created for digital channels.</p> <p>ADDITIONAL UPDATE 08/06/20: Positive response from businesses / residents and</p>

OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
				<p>members. 71 applications for free adverts were received by 08/06/20. Deadline for applications is 17/06/20. Quota for Fosse 107 is full. Adverts only available for Leicester Mercury. Media coverage in Leicester Mercury / Echo / Fosse 107. MR interviewed for Fosse.</p> <p>ADDITIONAL UPDATE 15/06/20: 90 signed up for free adverts. Discussing with Mercury about extending deadline. Starting to put together first features.</p> <p>ADDITIONAL UPDATE 22/06/20: Deadline extended until 01/07/20. 112 signed up to date. Starting to put together first features.</p> <p>ACTION 22/06/20: SW to liaise with BID to promote Charnwood InBusiness across the towns and villages.</p> <p>ACTION 22/06/20: SW to provide list of the key items included in BID SLA, to the group for reference.</p>
	Discuss with the BID requirements to gather information required for the Charnwood InBusiness marketing/ promotion.	M. Roberts/ S. Wright	May 2020	COMPLETE: A meeting took place with Love Loughborough (BID) on 12/05/20.
	Complete Project Evaluation Proforma to gain SLT approval for spend on Charnwood InBusiness campaign.	M. Roberts	May 2020	COMPLETE: Proforma has been signed off by the Recovery Group and gained SLT approval on 20/05/20.

OBJECTIVE		TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
1.2	Work in partnership with other agencies to support return to the 'new normal' in a safe way.	Engage with partners to ensure cooperation and avoid conflicting objectives: A) SLA drafted with the BID.	S. Wright	May 2020	COMPLETE: Draft sent to the BID in order to develop final version and agree the KPI.
		B) DD to be completed, seeking additional finances for signage etc.	S. Wright	20/05/2020	COMPLETE: Draft DD completed and template for additional finances for signage downloaded. CC. Delia in.
		C) Set up sequence of Market Town Liaison Meetings	S. Wright	18/05/2020	COMPLETE: Meetings now scheduled, with the next one scheduled on 20/05/2020.
		D) SLA to be drafted with LPL.	S. Wright	Ongoing	COMPLETE: Draft SLA signed off.
1.3	Utilise the Town Deal as an opportunity/vehicle to support economic recovery.	Work with David Marlow to develop Recovery Strategy/ research project.	E. Mallon/ R. Bennett	12/06/20	IN PROGRESS: Emailed David Marlow on 11/05/20 and received initial proposal by return. Next steps are to identify key strands of the work and the principles of what we are trying to achieve. David Marlow will be presenting the Town Deal proposition draft shortly. ADDITIONAL UPDATE 15/06/20: First draft received as of 15/06/20, to be picked up in due course.
		Complete Project Evaluation Proforma to gain SLT approval for spend on Recovery Strategy/ research project.	E. Mallon/ R. Bennett	03/06/20	COMPLETE: Proforma approved by SLT on 03/06/20.
1.4	Follow the LRF lead and government road map and advice	Follow the guidance in relation to LA actions requested.	ERC	15/06/20	COMPLETE: Market towns group now have pro forma with key actions/mitigations for SIT REP reports across the County. References district plans and joint plans. Now inputs to TRCG.

OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
	As requested by LRF Recovery Group, develop an enforcement responsibilities priorities spreadsheet.	A. Twells	07/05/2020	COMPLETE: Spreadsheet completed and approved by the LRF for circulation across County and City. Includes main priorities for enforcement of COVID 19 restrictions.
	Event management to follow guidance, as appropriate.	ERC	Ongoing	<p>COMPLETE: Continuing to act upon guidance as appropriate to either cancel or continue with events. i.e. Fair is currently scheduled to go ahead but is in a position to be cancelled, if required. VC co-ordinating a parish calendar, including evaluation of events monthly in terms of go/no go.</p> <p>ADDITIONAL UPDATE 08/06/20: Each event will be taken to the Safety Advisory Group (SAG) for discussion, guidance and recommendations. Decision making is likely to take place via a DD for larger events, but formal process to be finalised. Communications are to be considered for each event.</p> <p>ADDITIONAL UPDATE 15/06/20: Recovery Group agreed that a more formal system is required. Acknowledged that financial to support decision making. To sit with ERC with referral to SLT when required. Major events likely to be taken to Cabinet implications will also need to be considered in decision making.</p>
	Review of national requirements for regulation and enforcement.	A. Twells	On-going	<p>IN PROGRESS: Capacity assessment for EHOs to be undertaken. Leicestershire will be a pilot for 'track trace and control' which may include involvement from Environmental Health, if there is an outbreak.</p> <p>Action 1: Respond to requests from the LRF and Public Health for Track, Trace and Control phase. Meeting on 18/06/20 with partners to discuss.</p>

OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
				<p>Currently awaiting Outbreak Control Plan from LCC Public Health. Ongoing – Mike Sandys, Director of Public Health has been contacted by AT to offer support and assistance. Action 2: Monitor staff levels and request assistance through Recovery Group. COMPLETE a. Agreed additional hours for Food Safety Managers through BCG using COVID 19 Budget. COMPLETE b. Redeployment proforma submitted for Enforcement Officers to assist end of May/June/July. COMPLETE c. Food Safety Managers identifying Agency staff availability for potential backfill for Food Safety Enforcement work.</p>
	<p>Changes to TRO's required to facilitate cycle ways, parking and pedestrian ways in areas requiring social distancing.</p>	<p>ERC</p>	<p>Ongoing</p>	<p>IN PROGRESS: All information sent to LCC for advice and recommendations. Also discussed at Parking Board. Allocated Lee Measures, from LCC, as lead officer who has been sent maps and due to be sent more regarding cycling. Met with Highways colleagues, discussed all interventions, and they are happy for us to progress these. Have been asked to ensure we have greater liaison with LCC re: suspension of parking bays. Sufficient comms to be undertaken re: loss of disabled parking bays.</p> <p>ADDITIONAL UPDATE 22/06/20: Approval given but awaiting official TRO's. Amending practices, based on feedback, post implementation.</p>
	<p>Identify changes to guidelines for business arising from Government.</p>	<p>ERC</p>	<p>15/06/20</p>	<p>COMPLETE: Developed an approach to include a certificate in shop windows to showcase compliance against the 8 criteria within the COVID Secure Guidance set by the government.</p>

	OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
					<p>The pack given to businesses includes the certificate.</p> <p>Action 1: Review National COVID 19 Secure Guidelines when published.</p> <p>On-going – COVID19 Secure Guidance reviewed for Parks & Open Spaces, outdoor work, factories, shops and restaurants, Offices.</p> <p>Action 2: Officer guidance packs developed with Government Guidance and Certificates.</p> <p>Ongoing - Officer Enforcement packs have been developed and Proactive Inspection programme</p> <p>Action 3: Develop enforcement plan for Government Road Map to re-opening businesses.</p> <p>Ongoing – Enforcement pack and training developed for Enforcement Officers. Priority proactive inspections on-going. Non-essential Retail opening 15 June. Pubs, Restaurants, cafes and Leisure opening July.</p> <p>To be reviewed as necessary, on an ongoing basis. To be included in hospitality/ night-time economy strand.</p> <p>ADDITIONAL UPDATE 08/06/20: As not got all contact details for businesses across the borough, Enforcement Teams are therefore doing leaflet drops (alongside floor graphics) to businesses by 12/06/20.</p>
2. BACKING OUR BUSINESSES					
2.1	Provide support to businesses across the Borough re-opening, in terms	Use social media channels to engage with, support and promote local businesses online.	M. Roberts	December 2020	IN PROGRESS: Relates to Charnwood InBusiness (ACTION 1.1).

OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
of social distancing and regulatory support.	Further develop opportunities for markets and streets to encourage social distancing and promote public safety post lockdown:			
	(05-18 May) Initial GIS mapping to take place.	S. Wright	18/05/2020	COMPLETE: Whole of Loughborough and Charnwood High Streets has been mapped.
	(18-25 May) Develop a Task & Finish Group to review the mapping and observations and identify hotspots.	S. Wright	25/05/2020	COMPLETE: 50 maps have now been produced.
	(05-25 May) Completion of mapping to take place.	S. Wright	25/05/2020	COMPLETE: Observation sheets to support GIS mapping are being collated 18/05/2020 onwards. Completion of mapping took place in advance of 25/05/2020. Modifications still taking place. ADDITIONAL UPDATE 15/06/20: Maps being updated post highways discussion. May need further update following further identification of hot spots. Likely to be an ongoing action.
	(Ongoing) Engagement of City Dressing- support use of graphics, queuing, stencils, barriers.	S. Wright	Ongoing	COMPLETE: Start and end of queue graphic ordered and will be delivered on the 21/05/2020. In terms of City Dressing an initial purchase of graphics has been ordered for the Market Place for the return of market and shops. ADDITIONAL UPDATE 15/06/20: Floor graphics now likely to be replaced with stencils of footprints due to safety concerns of floor graphics in wet weather.
(18-20 May) Confirm the resources required and complete a Project Evaluation Proforma to gain	S. Wright	20/05/2020	COMPLETE: SLT signed off proformas for spend.	

OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
	approval for progressing this at SLT.			
	(05-18 May) Engagement of BID to support businesses SLA to be signed off.	S. Wright	25/05/2020	<p>COMPLETE: Initial engagement of BID regarding SLA to support businesses has taken place and will continue.</p> <p>COMPLETE: Production of business guidance sent out digitally to BID members 19/05/2020. Print of business guidance to take place on 19/05/2020. Businesses guidance circulated across the borough.</p>
	<p>(18-25 May) Develop approach for distribution/ delivery of the printed business guidance. To include:</p> <p>A) Establishing scripts and briefing for Contact Centre staff to take requests for further information.</p> <p>B) Ensuring up to date information/ guidance is included on website.</p> <p>C) Sourcing volunteers for delivery/ distribution across the Borough.</p> <p>D) Development of Communication Plan to support distribution activity.</p>	S. Wright/M. Roberts	05/06/2020	<p>A) COMPLETE: Developed FAQs and scripts for the Contact Centre.</p> <p>B) COMPLETE: Love Loughborough guidance finalised and added to the website.</p> <p>C) COMPLETE: Distribution completed by 05/06/20.</p> <p>D) COMPLETE: Plan developed. Currently finalising signage designs for town centre and continuing communications around market return/ safer high streets. MR working with LCC on a joint LRF press release about city and town centres reopening. ADDITIONAL UPDATE 15/06/20: LRF Press release issued.</p> <p>E) COMPLETE: System in place for businesses to be supported with PPE and advice from the BID</p>

OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
	<p>E) Support businesses across the borough, access to PPE equipment procured via the BID as part of SLA with CBC</p>			
	<p>(05-18 May) Involvement of Parish, Town Councils, and LCC.</p>	<p>S. Wright</p>	<p>May 2020</p>	<p>COMPLETE: Liaison with LCC ongoing, V. Coomber leading with parish/town councils.</p>
	<p>(11-18 May) Initial purchase floor graphics and infrastructure.</p>	<p>S. Wright</p>	<p>21/05/2020</p>	<p>COMPLETE: Initial market graphics, supporting infrastructure and stalls to be installed in advance on 21/05/2020. Most graphics complete at 27/05/20 with further graphics this week for market and the towns across the Borough.</p> <p>ADDITIONAL UPDATE 08/06/20: Additional purchase of floor graphics required. A further order has been placed for 1,000. COMPLETE</p> <p>ADDITIONAL UPDATE 15/06/20: Floor graphics now likely to be stencils of footprints due to safety concerns of floor graphics.</p> <p>ADDITIONAL UPDATE 24/06/20 Stencilled footprints in place in Loughborough to replace floor graphics</p>
	<p>(21 May) Market to return (food only).</p>	<p>S. Wright</p>	<p>28/05/2020</p>	<p>COMPLETE: First market held 28/05/2020 with approx. 12-15 traders.</p> <p>ADDITIONAL UPDATE 22/06/20: Now entering Phase 3 of the market return.</p>

OBJECTIVE		TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
		Provide temporary signage for parks and open spaces.	S. Wright	15/05/2020	COMPLETE: Temporary signage produced by the Communications Team in advance of 15/05/2020.
		Liaise with Highways on coordination of signage including style/design and lead authority.	S. Wright	20/05/2020	COMPLETE: Advice and agreement sought from LCC.
		Proforma to be completed detailing support required for: <ul style="list-style-type: none"> • On the ground activity and installation of graphics infrastructure • Installation of signage and markings in Car Parks and Open Spaces • On the ground monitoring and reporting 	S. Wright/ A. Twells/ M. Bradford	01/06/2020	COMPLETE: Initial signage has been arranged. Proforma to be fine-tuned following market town meeting. ADDITIONAL UPDATE 15/06/20: Proforma completed and submitted for Enforcement Officer support in May, June and July as Businesses and Leisure commence re-opening.
		Develop regulatory strategy/guidance for businesses.	A. Twells	28/05/2020	COMPLETE: Enforcement responsibilities for outside retail areas and open spaces explained and outlined for LRF. Liaison with SW has also taken place in terms of preparing guidance with BID. Distributed on 28/05/20.
2.2	Inform and shape how we prioritise and deliver services in the future by commissioning qualitative research to ascertain the short/medium/ long term needs of businesses in the local area.	Direct research with businesses across the borough to understand the support they require.	C. Grace/D. Hankin/ ORC	July 2020	IN PROGRESS: Partner agencies (LLEP, East Midlands Chamber, FSB, Love Loughborough BID and Town/Parish Councils) to be engaged to share intelligence on business requirements to avoid overloading individual businesses with requests for information. In touch with all businesses but nothing yet returned. LPL and BID providing one to one advice to businesses. SLA through LPL also allows for the offer of 1-1 advice.
		A) Use social media contacts to seek views on support required.			

OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
				<p>ADDITIONAL UPDATE 22/06/20: Questionnaire to be issued to local businesses by 26/06/20 to seek their views and assess their needs. Looking to collate a list of businesses known to CBC; email alerts; social media and other comms through LPL & the BID.</p> <p>ACTION 15/06/20: DH to contact partner authorities to determine their priorities surrounding supporting businesses. Meeting scheduled, to be continued.</p> <p>ACTION 22/06/20: SW to send daily updates re: High Street Helpers to DH.</p> <p>ACTION 22/06/20: DH to circulate templates for reporting to all.</p>
	Develop action plan to respond to the economic research undertaken by David Marlow.	C. Grace/ D. Hankin/ R. Bennett	July 2020	ACTION 18/05/20: EM/RB/CG to meet to discuss and further develop action plan to respond once Recovery Strategy is drafted.
2.3	Gain an understanding of the needs of commercial landlords across the Borough and provide appropriate support where required.	Utilise the Landlords Forum to understand the needs and support required of commercial landlords.	C. Grace/D. Hankin	<p>IN PROGRESS: Love Loughborough BID which convenes the annual Landlords Forum to be engaged to assist in the delivery of a virtual forum/ questionnaire to identify needs.</p> <p>In discussion, the list of Landlords to be provided on 09/06/20, noted that it is primarily Loughborough focussed.</p>
	Identify who the commercial landlords are, their portfolios and risks.	C. Grace/D. Hankin	01/07/2020	IN PROGRESS: To be delivered in Loughborough with the assistance of Love Loughborough BID and elsewhere across the Borough through engagement with the network of Town Councils.

OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE	
2.4	To ensure effective and efficient distribution of government funding to support business	Support the roll out of small grant support.	Business Cell	31/06/2020	<p>IN PROGRESS: Allocation of initial grant (£32.5 million) proceeding well with £27,830 million (85%) distributed among 2,297 (80%) of eligible businesses by 10 May 2020. Continued distribution monitored by BEIS and published weekly.</p> <p>Currently developing criteria for the distribution of £1.6 million) discretionary grant among businesses with fixed building related costs ineligible for the initial grant. Categories will include:</p> <ul style="list-style-type: none"> • Shared offices and other flexible workspace • Regular market traders • Bed and Breakfast businesses paying Council Tax • Charity properties in receipt of charitable business rates relief, and, • Other broadly similar businesses at the discretion of the local authority [Likely to include manufacturing businesses able to demonstrate a significant fall in income due to Covid 19). <p>Business Cell finalising the application process to be communicated on website on 03/06/20, with an estimated 2-week window for applications. Could need more resource, depends on demand. Scoring matrix developed to assess businesses for discretionary grant. To circulate additional comms regarding this before deadline of 22/06/20.</p> <p>ADDITIONAL UPDATE 22/06/20: Discretionary Grant Scheme closed 22/06/20. 322 applications received to date. Moderation meeting to take</p>

OBJECTIVE		TASK		LEAD OFFICER	COMPLETION DATE	UPDATE
						place, followed by communication with those who are successful/ unsuccessful.
		Support the BID with grant support.		Business Cell	08/05/2020	COMPLETE: Bid submitted by SW to government on behalf of BID. The grant has now been paid to the BID.
2.5	Communication & engagement with local businesses	Use social media channels to engage with, support and promote local businesses online.		M. Roberts	03/06/20	COMPLETE: Comms complete on discretionary grant scheme. All channels being used. ADDITIONAL UPDATE 22/06/20: Deadline passed, now need to develop comms on the number of businesses helped, with the possibility of including a case study.
		A)	Consider the messages to support small grant support.			
		Work in partnership to deliver joint campaigns to promote local businesses i.e. shop local campaign.		ERC	December 2020	ONGOING: See 1.1 for further information/ update.
3. MANAGING A SAFE & WELCOME RETURN						
3.1	Maximise opportunities for residents to access centres across the Borough.	Ensuring car park signage is clear.		A.Twells/ S. Wright	02/06/2020	IN PROGRESS: Signs and inspections complete. H&S 'COVID 19 Secure' Car Park inspection took place on 02/06/2020. Including additional elements, as identified. Rob signed this off. Looking to adapt ticket/ barrier to a contactless option. Touch buttons to be regularly cleaned in the meantime. ADDITIONAL UPDATE 22/06/20: Order in place. Awaiting response from suppliers re: timescale for date of installation. AW/SW to look to 'badge' under other high street provision, to determine if this can be included in EDRF funding.

OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
	Consider the requirements of people who are less mobile.	A. Twells/ S. Wright	01/06/2020	COMPLETE: Observation proforma information has collated. Floor graphics and existing street furniture used to prevent any further infrastructure on the highway. A ban is in place on 'A Boards'.
	Through Market Town group and bus operator groups embed public transport requirements/ safety procedures.	S. Wright	July 2020	IN PROGRESS: This was tabled to be discussed at Market Town meeting on 20/05/2020. Not yet discussed but have linked to Resilience Forum. To be included next Market Town meeting.
	Review facilities for cycle parking in our car parks.	A. Twells/ R. Bennett	08/06/20	COMPLETE: Car parks appraised, existing provision catalogued and mapped and agreement on extra facilities at Southfields Road and Southfields Extension and Sibleby, subject to agreement of budget.
	Develop opportunity for new cycle parking at key locations in Borough.	A. Twells/ R. Bennett	July 2020	<p>IN PROGRESS: Government announced on 14/05/20 the prospect of pop up cycle and pedestrian lanes in the highway, in anticipation of a greater number of people seeking to access the town centre by foot and bike. RB written to LCC to determine how they intend to respond. Officers are mapping existing cycle parking areas in the town centre and consider the potential locations for new ones (either temporary or permanent) and land ownerships.</p> <p>Next steps are to understand a) what LCC are doing on cycling in response to the pandemic and b) to advise on the limitations to placing facilities on Highway owned land. The new Bedford square public realm proposals include secure cycle parking at Bedford square.</p> <p>Another line of enquiry is to establish if we can hire (attractive) temporary cycle parking facilities</p>

OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
				<p>that we can position in the identified locations in the town centre and the cost of these. This approach could be scaled up for other centres if we can prove the concept. Car park fees also need to be identified moving forward.</p> <p>ADDITIONAL UPDATE 12/06/20: Racks ordered and set for delivery 15/06/20 or earlier. Contractor on standby to install on 15/06/20. Legal agreement drafted for PCs to sign off ownership of racks. Officers to meet Parish Clerk on site to support installation. Racks will be bolted to ground on parish owned sites but can be removed or placed in a different location in due course. Not intended to be permanent fixtures. They will all be in visible location and/or in sites with CCTV surveillance. Outstanding issue remains signage and comms linking to wider opening of high street message.</p> <p>ADDITIONAL UPDATE 15/06/20: Legal input sought with parish councils, to sign and take responsibility of the cycle racks in individual locations. Awaiting responses from Anstey, East Goscote & Thurmaston.</p> <p>ADDITIONAL UPDATE 22/06/20: Delay to installation due to late delivery from supplier. Additional liaison required with East Goscote & Thurmaston re: preferred location for installation. Additional issues with Quorn- charitable trust- alternative location may be required for provision. Signage to be developed and include ERDF logos, if this falls under the criteria- to be investigated further based on FAQs.</p>

	OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
					<p>ADDITIONAL UPDATE 23/06/20: Cycle racks have been installed in four locations across the Borough and before and after photos recorded for promotion. Guidance FAQs released by government on ERDF funding explicitly excludes provision of cycle racks.</p> <p>ACTION 08/06/20: RB to organise before/ after photos of bike rack installation for promotion and to link to ERDF Funding.</p> <p>ACTION 08/06/20: RB/SW/JR to link to ensure new cycle displays 'Lock it or Lose it' signage for cycle theft.</p> <p>ACTION 22/06/20: RB to review the ERDF funding FAQ's to determine whether cycle provision qualifies.</p>
3.2	Manage footfall in the town centre and capture spend in the high street, to facilitate mitigating action where required.	Working in partnership with BID to: A) Install social distancing measures in Charnwood towns and service centres.	S. Wright	05/06/2020	<p>COMPLETE: Sub- group met on 14/05/2020 and a range of activity is being developed to ensure effective implementation. Risk assessment also produced to ensure safety of volunteers and public.</p> <p>ONGOING ACTION: Issues with shops continue to be fed through, and site visits will take place to address any issues raised.</p>
		B) Establish a team and volunteers to review and monitor people in towns shopping.	S. Wright	15/06/2020	<p>COMPLETE: Risk assessment produced to assess safety of volunteers/ public. Highstreet helpers to be discussed further before action Call gone out for volunteers. Using the bronze and silver mechanism. Process to be established, which Nick Shaw will be coordinating.</p>

OBJECTIVE		TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
		C) Ongoing communications supporting and promoting the work of the BID.	S. Wright	01/06/2020	COMPLETE: First set of communications scheduled for 19/05/2020. Ongoing communications will take place.
		D) Installation of social distancing measures and signage for car parks when car park charging resumes	S. Wright	21/05/2020	COMPLETE: First signage installed on 21/05/2020.
		E) Work with IdVerdi to Installation of social distancing measures and signage for use of parks and open spaces.	S. Wright	June 2020	COMPLETE: Emergency signage now up. Permanent signage now included. Further signage to also follow.
3.3	Consider the potential for alternative service delivery in our car parks, markets, parks and events we facilitate to support the wider community in the short/medium/long term.	Develop options appraisal for car parks re-opening.	A. Twells	08/05/20	COMPLETED: Report completed and sent to SLT for decision and approval.
		Promoting events and managing the return to a programme of events both online and the physical facilities	S. Wright	Ongoing	IN PROGRESS: This action is ongoing.
		Managing footfall in our parks and open spaces.	M. Bradford	01/06/20	CLOSED: To be picked up by the Community Recovery Cell.
		Managing the promotion and enforcement of the Council's	M. Roberts	July 2020	IN PROGRESS: Communications issued for the market return and that will continue as more traders return.

OBJECTIVE		TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
		strategy for the return of businesses by sector.			<p>ADDITIONAL UPDATE 22/06/20: SLT/political steer – free parking until mid to end of July. Focus comms around new barriers / measures. Advised to get comms out soon to be clear charges will be coming back. Awaiting installation date of touchless system before issuing any communications. To be actioned in due course.</p> <p>ACTION 22/06/20: MR/ AT to issue comms re: touchless entry at carparks and include information on re-introduction of charges.</p>
		Planned return of the market.	S. Wright	21/05/2020	<p>COMPLETE: Phase 1 and 2 of market complete with new market layout to allow a number of stalls to remain in situ.</p> <p>ADDITIONAL UPDATE 22/06/20: Now entering Phase 3 of the market return.</p>
4. THE COUNCIL'S ECONOMIC RESILIENCE					
4.1	Assess ways in which we are using our current buildings/assets and explore opportunities for alternative usage.	Options appraisal to make space available for businesses requiring serviced 'rent a desk' space.	C. Grace/ D. Hankin	18/05/2020	COMPLETE: Property Manager advises that accommodation cannot be offered at Southfields while impact of COVID-19 restrictions on occupation and operation by CBC staff are resolved. The Ark and Oak have vacancies, but IT and phone connections would need to be installed by the tenant.
		Provide space for the BID in the Council Offices.	S. Wright/ L. Tansey	15/06/20	COMPLETE: Agreed a 12-month free occupation with review clause. Currently facilitating the move to the Offices.

	OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
					The BID has been asked if they could stay in the current office on a month by month basis in the meantime. Some space identified at Southfields as a base whilst they primarily work from home.
4.2	Develop an Economic Investment Strategy for the Council & revise the commercialisation agenda in line with new priorities.	Utilise response to evidence from David Marlow to develop Economic Investment Strategy.	J. Henry	TBC	NOT YET STARTED: J. Henry to start at CBC close of June 2020.
4.3	Re-examine the Capital Programme for the Council, revise budgets and identify potential projects to support recovery.	Develop proforma to evaluate and appraise proposed economic recovery initiatives.	SLT	July 2020	COMPLETE: Proforma now complete. Slippage from 2019/20 to be considered in Cabinet report for July 2020.
		Re-examination of the capital programme with a view to reprioritising capital spend.	L. Tansey	August 2020	IN PROGRESS: The Capital Outturn report is scheduled for Cabinet in July. A session is also scheduled with SLT to review the outturn position and new three-year Plan.
		Maximise opportunities for investment that benefit the wider recovery of the Charnwood area.	SLT	TBC	NOT YET STARTED:
4.4	Review the Council's approach to contract management, including contract conditions and relationships to provide appropriate frameworks for supporting recovery.	Review the processes for due diligence around suppliers and looking to see what support can be provided.	J. Henry	August 2020	IN PROGRESS: Procurement Team are currently being proactive with current Annual Procurement Plan. Contacting relevant officer based on the current Plan in place, supporting many in terms of waivers and re-tendering opportunities.
		Consider e-tendering software using a DELTA portal.	J. Henry	August 2020	COMPLETE: A briefing note have been provided to CLT. Confirmation from SJ that this will be taken over by J. Henry once he starts in post.
		Maintain awareness of the implications for contracts arising from govt announcements on business support.	J. Henry	Ongoing	IN PROGRESS: Procurement Team are currently supporting HoS, as appropriate.

	OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
		Strategic Risk review of current major contracts (Fortem, Serco, IDVerdi and Fusion).	J. Henry	Ongoing	<p>IN PROGRESS: DD completed for Fusion in April 2020. Waivers currently being developed for contracts that need to be extended.</p> <p>Fortem have made a request for additional funding. To be considered by SLT on 03/06/20.</p>
		Check the contractual terms in major contracts to assess the flexibility to respond to their particular needs while protecting the Council.	J. Henry	August 2020	<p>IN PROGRESS: Procurement Team are currently dealing with queries raised by HoS, when raised.</p>
		Develop Recovery Strategy in the event any major contractor goes out of business.	J. Henry	August 2020	<p>IN PROGRESS: Discussion required with Legal as to what can/ cannot be done before progressing this further.</p>
4.5	Seek and embrace avenues to access opportunities for additional finance, including bidding for funds from funding streams that arise.	Progressing the town deal to implementation.	R. Bennett	31/07/20	<p>IN PROGRESS: Consultant (David Marlow) appointed to progress implementation.</p> <ul style="list-style-type: none"> ▪ There is a Town Deal Board meeting scheduled for 12 June. Board agreed initial approach. On target for end of July for end of July. ▪ A consultation & engagement group will meet 15-16 June. ▪ Member engagement is scheduled for 22 June. ▪ Research company are undertaking public consultation on Town Deal, on our behalf. <p>ADDITIONAL UPDATE 15/06/20: Board met on 12/06/20 and gave positive feedback on draft proposition.</p> <p>ADDITIONAL UPDATE 22/06/20: 31/07/20 scheduled for submission.</p>

OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
	<p>Capture intelligence on funding streams to co-ordinate actions to ensure that the best usage of external funds.</p>	<p>C. Grace/ D. Hankin</p>	<p>Ongoing</p>	<p>IN PROGRESS: Availability of funding streams to assist the delivery of Council services under constant review through existing networks.</p> <p>ADDITIONAL UPDATE 22/06/20: 10/06/20 the Secretary of State invited LEPs to bid for additional capital funding to expedite existing Local Growth Fund schemes or to enable the delivery of new projects capable of delivery before the end of 2022. The LLEP was understood to be progressing the following bids:</p> <ul style="list-style-type: none"> - Expedite the A512 / Junction 23 highway improvements - Deliver Pavilion 4 at SportPark - Delivery advance infrastructure to access LUSEP Phase III - Enable the repurposing of Building 42 at Charnwood Campus. <p>At the invitation of LLEP the Council and its partners was afforded the opportunity to promote the following local projects:</p> <ul style="list-style-type: none"> - Additional funding for the Bedford Square Gateway Project - Progression of the Loughborough Flood Mitigation Project - Delivery of the “Loughborough Generator” creative business hub. <p>It is understood that only the SportPark project progressed to the next stage of the exercise.</p>

OBJECTIVE		TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
4.6	Ensure that Charnwood Borough Councils current contracts are maintained and stable with existing stakeholders.	Determine position on rate relief and other forms of financial activity.	Business Cell	August 2020	IN PROGRESS: Mark Bennett tasked to develop and implement the Hardship Fund. Working on this currently, in isolation to other business grants. In terms of NDR, Peter Davis undertaking key tasks associated with this.
4.7	Review discretionary fees to incentivise economic planning and determine whether they should be disapplied.	Review of all discretionary fees and analysis of the revenue impacts of setting them aside against the potential economic benefits that may be realised.	CLT	TBC	NOTE: Recovery Group to consider in due course. This is likely to take place post Cabinet report on outturn. However, the ERC recognises that action may be required sooner to maximise opportunity before it is missed. May need to consider guidance around Parish Council's in financial difficulty.

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5. BRINGING BACK HOSPITALITY, NIGHT-TIME ECONOMY & STEP 3 BUSINESSES

5.1	Coordinate and maximise opportunities for the return of hospitality businesses and plaza development.	Introduce open air seating for hospitality and leisure provision. Includes facilitation of external seating for cafes and restaurants.	S. Wright	July 2020	IN PROGRESS: Informally discussed with members of the Market & Towns Group. Aiming to meet with Helen Harris (LCC) to progress this further and begin to investigate which businesses already have outside licences and those that require them. SW written to Lee Measures (LCC) to seek clarity on the query. IN PROGRESS: Supporting the development of a fast track process for café pavement licences to support additional infrastructure on Highways, led by Highways. New guidance to be circulated 25/06/20
		Consult with businesses to ascertain demand for external seating.	S. Wright	July 2020	IN PROGRESS: Mapping to take place, to support the consultation with businesses.

OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
	Review any revised legislation/regulations re: COVID-19 and implement enforcement requirements.	A. Twells	July 2020	NOT YET STARTED: Awaiting publication of revised legislation.
	Re-opening of the town hall and museum assets.	S. Wright	TBC	<p>IN PROGRESS: Partnership meeting scheduled to discuss prospects of a virtual exhibition.</p> <p>ADDITIONAL UPDATE 22/06/20: Town Hall Continuing to update on cancellations. Opening date not yet confirmed. Ongoing comms taking place with customers.</p> <p>ADDITIONAL UPDATE 24/06/20 Museum's now allowed to open from 4 July. Discussions with LPL now ongoing to reopen the Museum in August</p>
	Work in partnership with the BID to further install social distancing measures in Charnwood towns and service centres to support hospitality businesses.	S. Wright	July 2020	IN PROGRESS: Work continues across the Borough to support retail. Stickers; screens; PPE all issued through the BID. Will also have been sent to business in night-time economy who are open, but not all are open to send to. Next stage to send to all businesses within the night-time economy.
	Ensure all social distancing signage in place outside all Hospitality and night-time economy businesses.	S. Wright	July 2020	IN PROGRESS: Sprayed distances to take place. Current 2M floor graphic being removed for this to take place.
	Ensure taxi queues are well signed and social distancing markings are in place	S. Wright	July 2020	IN PROGRESS: Signage now ordered to support taxi queues to be installed before the 4 July.
	ACTION TO BE INCLUDED: Plaza/ food outlets; mapping; highways actions etc.	S. Wright A Twells	July 2020	IN PROGRESS: Survey produced to determine need, and a request has been made to LCC re any café licences in the pipeline to ensure a coordinated approach. Actions to be included in

OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
				this section, post the survey for demand, once the requirements of businesses are known.
5.2 Create a thriving and safe town centre environment during the day, evening and night-time.	Utilise open space to support hospitality sector. To include food stalls; entertainment in park; twilight markets etc.	ERC	ERC	NOT YET STARTED:
	The BID Ambassador and the Town Centre Pub Watch Chair will communicate with all licensed premises, prior to opening, communicating Govt guidelines, explaining the importance of adherence to the key principles	J. Robinson	04/07/20	IN PROGRESS. Communication is ongoing, as appropriate. This is a longer term action that will be undertaken via a multi-agency approach.
	'Operation Influence' will form the basis of an intelligence led deployment plan, which will also utilise all partners available, such as Street Pastors to Engage and Explain to individuals the need to comply with COVID guidelines	J. Robinson	Ongoing	NOT YET STARTED:
	The Civil Injunction Enforcement days will target persistent perpetrators of street related ASB, with particular attention on those beggars breaching social distancing.	J. Robinson	Ongoing	IN PROGRESS: We continue to monitor and action when/ where necessary. Specific work with individuals also taking place, to combat issues.
	Multi-agency weekly meeting to be held to discuss issues from the previous week/ upcoming events. Identify potential hot spot locations.	J. Robinson	Ongoing	IN PROGRESS: To also pick up hot spot locations across the Borough, not just in Loughborough. Likely to be a particular focus on the night-time economy in Quorn.

OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
				<p>Next steps to ensure night-time economy hot spots are included on maps for, a greater level of intelligence.</p> <p>ACTION 22/06/20: SW to send link to maps to JR.</p> <p>ACTION 22/06/20: JR to send list of night-time economy hotspots to Wayne Browne to update maps.</p>
	Meeting to be held with University regarding approach to Freshers and linking in with local businesses. Will need to dovetail into Op Lexical plan.	J. Robinson	31/07/20	<p>ACTION 15/06/20: JR to identify key person to liaise with at the University re: Freshers Fest.</p>
Support business to re-open safely.	Contact all licensed premises within Charnwood, including information on the link to CBC Website and to the HSE website re Risk Assessments required for opening.	J. Robinson A. Twells	04/07/20	<p>IN PROGRESS: 54 pubs have been contacted across the Borough by the Enforcement Team. A questionnaire was included seeking their intentions re: whether they are opening and on what specific date, to gather information. Data set being collated in a master spreadsheet. Communications with these venues ongoing. Not linked to BID, specifically enforcement related.</p> <p>ACTION 22/06/20: AT to include intention to open re: seating in outside locations into the questionnaire for further data collection.</p> <p>ACTION 22/06/20: AT/ SW to combine all data collected by the Enforcement Team & the BID into a single spreadsheet, to create a single set of intelligence.</p>
	Intelligence from businesses to be collated to understand the potential impact of	J. Robinson A. Twells	04/07/20	<p>IN PROGRESS: See above. Register of businesses to be developed with list of opening requirements. AT team developing a spreadsheet of this information- to be expanded further.</p>

OBJECTIVE	TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
	Hospitality and NTE businesses opening up.			
	BID Ambassador to visit all Loughborough businesses and identify any issues and feedback on a daily basis.	J. Robinson	Ongoing	IN PROGRESS: To feedback on a daily basis. Any issues arising to be dealt with as required. Plans to extend Highstreet Helpers for an additional week to monitor the opening of the night-time economy. ACTION 22/06/20: SW to determine availability of Town Hall casuals to undertake the additional week of Highstreet Helpers.
	Review and implement the Food Standards Agency Statutory Guidance for re-introduction of Food Safety Inspection Programme. Provide updated guidance to food businesses.	A Twells	17/07/2020	: Currently awaiting guidance from FSA. AT to include actions when appropriate. ACTION 22/06/20: AT to review COVID-19 secure guidance
	Ensure that CBC effectively responds to Local COVID 19 Outbreaks and supports businesses as part of the Leicestershire COVID 19 Outbreak Control Plan.	A Twells	On-going	. NOT YET STARTED
5.6 Develop communications to support the return of hospitality, night-time economy and Step 3 Businesses.	Link in with, and promote, the Leicestershire Police county-wide campaign re: night-time economy.	M. Roberts	Ongoing	NOT YET STARTED:
	Develop and promote reminder communications surrounding licensing	M. Roberts	Ongoing	NOT YET STARTED:

OBJECTIVE		TASK	LEAD OFFICER	COMPLETION DATE	UPDATE
		requirements and community impact messages. Re-use existing messages from CBC student campaigns for wider, general use.			
		Promote key messages and events relating to Loughborough University Freshers Week, where appropriate.	M. Roberts	October 2020	ACTION 22/06/20: AT/ SW/ JR/ EM: Meet to discuss Students/ Freshers with key individuals at Loughborough University.
5.7	Support business in the Leisure Sector, including sports centres, gyms, hair, beauty & services (including tattoos & piercing).	ACTION TO BE INCLUDED: Activity to support return of leisure sector businesses.	TBC	TBC	NOT YET STARTED: Actions to be included in this section, post the survey for demand, once the requirements of businesses are known.
6. FOCUSING ON LONG TERM ECONOMIC RECOVERY					

CABINET – 9TH JULY 2020

Report of the Head of Finance and Property Services

Lead Member: Councillor Barkley

Part A

ITEM 7 CAPITAL PLAN OUTTURN REPORT 2019/20

Purpose of Report

This report shows the total expenditure on the Capital Plan for the year 2019/20 compared with the current budget, which was reported to Cabinet in the Capital Plan Amendment Report on 3rd July 2019 (minute 17), plus subsequent reports on 19th September 2019 (minute 30) and 16th December 2019 (minute 59). In addition, the report details those schemes that require carry forward of budget to 2020/21 and 2021/22 also the provisional arrangements for the financing of the Plan.

Recommendations

1. That the outturn position for 2019/20 be noted and that slippage of capital budgets totalling £9,292,200 be carried forward into 2020/21 be approved, (General Fund £8,404,100 and HRA £886,100) and the slippage will be added to the new 3 Year Capital Plan.
2. That the provisional financing of the Plan set out in Table 2 be noted.

Reasons

1. To enable projects to be completed.
2. To indicate how the Plan is likely to be financed.

Policy Justification and Previous Decisions

The Capital Plan is fundamental to all strategic aims of the Council.

Implementation Timetable including Future Decisions and Scrutiny

The decision will come into effect immediately (subject to Call-in).

The Scrutiny Commission will have the opportunity to consider this report for pre-decision scrutiny on 6th July 2020.

Report Implications

The following implications have been identified for this report.

Financial Implications

The financial implications of the recommendations are covered in the body of this report.

Risk Management

The risks associated with the decisions Cabinet is asked to make and proposed actions to mitigate those risks are set out below:

There are no specific risks associated with this decision.

Key Decision: Yes

Background Papers: None

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Part B

Background

1. The Capital Plan for 2019/20 was reported to Cabinet on the 3rd July 2019 and, following amendments between September 2019 and December 2019, the final budget was £19,874k, which is £10.3m higher than the original budget (52% higher).
2. Table 1 below shows the expenditure by directorate. The total capital spend of £10,444k was 53% of the final budget, compared to 83% in 2018/19. Expenditure on General Fund projects was £2,236k in 2019/20 being 20% of budget, compared with 74% of budget in 2018/19. It may be noted that the outturn result for the General Fund is somewhat skewed by the addition in the year of £5,000k to the capital plan to take advantage of opportunities to purchase commercial property; however, no purchases were completed. The HRA expenditure of £8,208k was 90% of budget compared to 89% in 2018/19.
3. The carry forwards detailed in Appendix 1 have been requested by the officers responsible for the schemes.

Table 1

Capital Outturn 2019/20 Directorate	Budget £'000	Actual Spend £'000	Under/ (Over) Spend £'000	Slippage into 2020 Cfwd £'000	Net Saving/ (Over spend) £'000
Community Wellbeing	1,857	949	908	880	28
Corporate Services Housing, Planning, Regeneration and Regulatory - General Fund	5,211	204	5,007	5,007	0
	3,712	1,083	2,629	2,517	112
General Fund Total	10,780	2,236	8,544	8,404	140
Housing - HRA	9,094	8,208	886	886	0
Total Capital Plan	19,874	10,444	9,430	9,290	140

4. Over the four years to 31 March 2020 the Council has invested £12.3m in Capital General Fund projects and £26m in Housing Revenue Account (HRA) schemes, making a total investment in the Borough of £38.3m, being an average annual investment of £9.6m. This is lower than the four-year average to 31 March 2019 of £10.1m by 5%.
5. The net amount of £9,290k requested to be carried forward into 2020/21 and a reduction of £2k for the IT budget in 2021/22 is detailed on a scheme by scheme basis in Appendix 1 and includes the following major items:
6. Investment in Commercial Property (£5m) - This budget is set up for investment in Commercial Properties, this was not spent in 2019 and would require borrowing, it is available should there be a need to do so in 2020.

7. Shepshed Bull Ring (£600k) - The scheme is proposed to address the disparate elements of Shepshed Town Centre. The Bull Ring is identified as failing to provide a sense of arrival, denying the town a recognisable town centre. The scheme aims to widen pavements and narrow carriageways to improve pedestrian safety and comfort and to introduce specific features to create a sense of arrival, assisting in defining the town centre.
8. Disabled Facilities Grants (£575k) - The budget is fully funded by the Better Care Fund. Mandatory and Discretionary grants are approved in line with the Private Sector Housing Grant Policy. The Policy was recently reviewed, and the discretionary Disabled Facility grant levels increased to reduce potential costs to residents, particularly with large adaption schemes for children. Means testing has temporarily been removed for discretionary grant applications, up to £5k required, to facilitate the discharge of residents from hospital.
9. Acquisition of Affordable Housing to meet housing need (£501.2k) - The purchase of two properties was delayed in 2019/2020, due to Covid 19 lockdown. Conveyancing work had commenced on two other properties due for completion in 2020/2021. The Council signed an Agreement with the Government to retain Right to Buy receipts on the basis that this funding will be used to increase the supply of affordable homes for rent. If the budget is not carried forward and spent, the Council would need to return the receipts to the Government, with interest, and it will not be possible to meet the Corporate Indicator target of purchasing between 10 and 20 properties.
10. Bedford Square Gateway (£447.7k) – The design contract has been awarded for the works to commence from October 2020. The scheme is proposed to improve footfall and assist in maintaining the long-term vitality and viability of the southern quarter of the town centre. The scheme will include the widening of pavements and narrowing of existing carriageways to enhance the comfort and safety of pedestrians. It will improve connectivity to the Granby Street Car park and an enhanced crossing point at the junction of Devonshire Square with Granby Street to emphasise the connection between the pedestrianised zone and the remainder of the town centre.
11. There were net underspends on various schemes during the year (as detailed in Appendix 1) amounting to net £1.178k.
12. Underspends ranged from a few pounds to £130k. These underspends are a result of schemes being completed for less than budget. The net funds saved are returned to appropriate central funding and will be used for other schemes in the future.
13. Overspends ranged from a few pounds to just under £475k which was on HRA Fire Safety. This is funded from the savings on other HRA capital schemes which spent less than the budget.
14. The provisional funding arrangements for 2019/20 are detailed in Table 2 below. These will be finalised subject to audit approval.

Table 2

<u>Funding the Capital Programme 2019/20</u>	<u>Amount</u> <u>£'000</u>
Grants and Contributions	1,641
Capital Receipts	1,120
General Fund and HRA Revenue Contributions including use of Capital Plan and other Reserves	3,872
HRA Major Repairs Reserve	3,811
	10,444

15. After allowing for the funding shown above, the cost of the carry forwards and funding all known future schemes to 2022/23 there will be £1.9m of capital receipts available for future General Fund projects plus £1.3m in the Capital Plan Reserve, also for General Fund projects.
16. The Capital Plan is subject to amendment within the financial year via the Capital Plan amendment reports presented to Cabinet.
17. A revised capital plan (alongside an interim budget) is considered necessary due to the deterioration of the Council's financial position created by COVID19. It is envisaged that reports will be presented to Cabinet and Council in autumn 2020, and in the case of the capital plan, will also consider a revised form of presentation in order that underlying underspends can be better identified.

Appendices

Appendix 1 - Capital Plan 2019/20 Detailed 'scheme by scheme' Outturn.

Scheme Details	2019/20				Slippage into 2020/21 and 2021/22 Requested £
	Current Budget £	Actual Spend 31/3/20 £	Balance £	Under/ (Overspend) £	
SUMMARY OF CAPITAL PLAN					
<u>Directly Delivered Schemes</u>					
Community Wellbeing	860,600	239,369	621,231	28,431	592,800
Corporate Services	5,210,500	204,501	5,005,999	(1,701)	5,007,700
Housing, Planning & Regeneration & Regulatory Services - General Fund	446,000	123,425	322,575	15,075	307,500
Housing, Planning & Regeneration & Regulatory Services - HRA	9,094,500	8,208,381	886,119	19	886,100
Sub-total Direct Delivery	15,611,600	8,775,676	6,835,924	41,824	6,794,100
<u>Indirectly Delivered Schemes</u>					
Community Wellbeing	996,400	709,308	287,092	(8)	287,100
Corporate Services	0	0	0	0	0
Housing, Planning & Regeneration & Regulatory Services - General Fund	3,265,700	959,057	2,306,643	97,643	2,209,000
Housing, Planning & Regeneration & Regulatory Services - HRA	0	0	0	0	0
Sub-total Indirect Delivery	4,262,100	1,668,365	2,593,735	97,635	2,496,100
GF Total	10,779,200	2,235,660	8,543,540	139,440	8,404,100
HRA Total	9,094,500	8,208,381	886,119	19	886,100
Grand Total	19,873,700	10,444,041	9,429,659	139,459	9,290,200
Community Wellbeing					
<u>Direct Delivery</u>					
JT Z478 Shortcliffe Community Park	15,300	0	15,300	0	15,300
JT Z697 Bell Foundry Pocket Park - Phase 1 & 2	8,400	(7,589)	15,989	7,589	8,400
JT Z494 Public Art Provision - Loughborough & Shepshed	75,100	65,468	9,632	32	9,600
JR Z388 CCTV	92,100	0	92,100	0	92,100
SW Z785 Old Rectory Museum Toilet	12,000	11,930	70	70	0
SW Z392 Public Realm and Art Improvements	0	(3,245)	3,245	3,245	0
SW Z421 Carillon Tower Restoration Project	0	(846)	846	846	0
SW Z426 Loughborough Market - Replacement Tug and Trailer	21,500	26,640	(5,140)	(5,140)	0
KS Z746 Charnwood Museum Public Toilets Refurbishment	0	171	(171)	(171)	0
NB Z748 Loughborough Festive Lights and Street Dressing	30,900	6,116	24,784	9,984	14,800
NB Z749 Loughborough Market Improvements	24,000	16,001	7,999	7,999	0
RK Z757 Town Hall Roof Upgrade	32,500	7,993	24,507	5,107	19,400
MB Z394 Provision of Neighbourhood Notice Boards	1,900	525	1,375	(25)	1,400
MB Z739 Green Spaces Programme	97,700	6,885	90,815	15	90,800
JT Z747 Dishley Pool Access Works	20,200	6,079	14,121	21	14,100
MB Z784 Loughborough Cemetery - New Burial Provision	0	50,317	(50,317)	(17)	(50,300)
SR Z750 Loughborough Old Cemetery Green Flag Site Development	40,000	0	40,000	0	40,000
SR Z752 Mountsorrel Castle Park Green Flag Site Development	40,000	0	40,000	0	40,000
MB Z753 The Outwoods Country Park - Septic tank system replacement	17,000	13,382	3,618	18	3,600
MB Z754 The Outwoods Country Park - Visitor Centre and Café	186,800	7,257	179,543	43	179,500
MB Z782 Outwoods Country Park	14,300	14,056	244	244	0
MB Z755 Shortcliffe Park Access Bridges	15,200	0	15,200	0	15,200
AG Z503 Charnwood Sites Access and Security	6,700	8,088	(1,388)	(1,388)	0
MB Z791 Shelthorpe Golf Course - Fencing	89,000	10,141	78,859	(41)	78,900
AG Z792 Community Tree Planting Programme	20,000	0	20,000	0	20,000
Sub-total Direct Delivery	860,600	239,369	621,231	28,431	592,800
<u>Indirect Delivery</u>					
JR Z348 Community Facilities Grants	176,800	28,410	148,390	(10)	148,400
JR Z427 Members Grants	26,000	25,951	49	49	0
Thorpe Acre Residents Association - contribution towards					
JR Z488 Community Hub building	25,900	0	25,900	0	25,900
JR Z499 Syston Town Council - contribution towards Cemetery in Syston	77,200	77,262	(62)	(62)	0
JR Z292 Hallam Fields Community Hall	475,500	475,512	(12)	(12)	0
JR Z500 Birstall Cedars Academy all weather pitch	50,000	0	50,000	0	50,000
JR Z783 Thurmaston Parish Council - Silverdale and Elizabeth Park	32,300	32,265	35	35	0
Rothley Parish Council - additional recreation & play area facilities at Mountsorrel Lane					
JR Z789	29,900	29,908	(8)	(8)	0
JR Z794 Queniborough Parish Council - new community/scout hall	40,000	40,000	0	0	0

						2019/20				
Scheme Details						Current Budget	Actual Spend	Balance	Under/	Slippage into
						£	31/3/20	£	(Overspend)	2020/21 and
						£	£	£	£	2021/22
										Requested
						£	£	£	£	£
JR	Z795	Syston Town Council - redevelopment of sports pavilion at Memorial Park	40,500	0	40,500	0	40,500	0	40,500	
MB	Z778	Syston Community Garden	22,300	0	22,300	0	22,300	0	22,300	
Sub-total Indirect Delivery						996,400	709,308	287,092	(8)	287,100
Community Wellbeing - Total						1,857,000	948,677	908,323	28,423	879,900
Corporate Services										
Direct Delivery										
AK	Z085	Replacement Hardware Programme - Block Sum	80,000	97,437	(17,437)	(37)	(17,400)			
AK	Z354	Infrastructure Development - Block Sum	28,000	26,991	1,009	1,009	0			
AK	Z780	Wireless connectivity including presentation facilities	0	(3,050)	3,050	3,050	0			
KB	Z423	Call Secure System - PCI Compliance	35,900	20,625	15,275	(25)	15,300			
DC	Z415	Southfields Offices - Roofing	0	(355)	355	355	0			
DC	Z493	Fearon Hall	12,500	44,059	(31,559)	(31,559)	0			
DW &										
DC	Z759	Woodgate Chambers - high level roof and windows improvements	30,000	4,447	25,553	25,553	0			
AK	Z793	ITrent Upgrade & New Flexi Time System	24,100	14,347	9,753	(47)	9,800			
SJ	Z676	Investment in Commercial Property	5,000,000	0	5,000,000	0	5,000,000			
Sub-total Direct Delivery						5,210,500	204,501	5,005,999	(1,701)	5,007,700
Corporate Services - Total						5,210,500	204,501	5,005,999	(1,701)	5,007,700
Housing, Planning & Regeneration & Regulatory Services - General Fund										
Direct Delivery										
AT	Z744	Beehive Lane Car Park Improvements and refurbishment scheme	75,200	5,384	69,816	16	69,800			
AT	Z781	Beehive Lane Car Park fire & safety evacuation systems	125,000	102,608	22,392	10,392	12,000			
AT	Z786	Car Parks Resurfacing and Improvements	170,000	150	169,850	(50)	169,900			
DC	Z738	Carbon Management Schemes	55,800	(780)	56,580	780	55,800			
RB	Z468	Planning and Regeneration Essential Technology Refresh	1,100	0	1,100	1,100	0			
AS	Z424	Choice Based Lettings Software	18,900	16,063	2,837	2,837	0			
Sub-total Direct Delivery						446,000	123,425	322,575	15,075	307,500
Indirect Delivery										
DH	Z366	Loughborough University Science & Enterprise Park	350,000	0	350,000	0	350,000			
DH	Z367	Bleach Yard	5,900	0	5,900	0	5,900			
DH	Z787	Bedford Square Gateway	520,000	72,328	447,672	(28)	447,700			
DH	Z835	Shepshed Bull Ring	600,000	0	600,000	0	600,000			
DH	Z745	Leicestershire Superfast Broadband Phase 3	100,000	0	100,000	0	100,000			
DH	Z126	Loughborough Eastern Gateway	0	7,000	(7,000)	(7,000)	0			
RB	Z396	Public Realm - Shepshed Town Centre	31,800	13,397	18,403	3	18,400			
RS	Z210	Disabled Facilities Grants - Block Sum	1,432,200	856,855	575,345	45	575,300			
RS	Z346	Private Sector Housing Grants - Block Sum	173,900	9,237	164,663	104,663	60,000			
RS	Z141	Regional Housing Pot Grant	42,900	0	42,900	0	42,900			
RS	Z363	Fuel Poverty Scheme	9,000	240	8,760	(40)	8,800			
Sub-total Indirect Delivery						3,265,700	959,057	2,306,643	97,643	2,209,000
Housing, Planning & Regeneration & Regulatory Services - General Fund - Total						3,711,700	1,082,482	2,629,218	112,718	2,516,500
Housing, Planning & Regeneration & Regulatory Services - HRA										
Direct Delivery										
PO	Z761	Major Adaptations - Fortem	585,000	560,782	24,218	24,218	0			
PO	Z301	Minor Adaptations	50,000	12,143	37,857	37,857	0			
PO	Z302	Stairlifts	80,000	71,367	8,633	8,633	0			
PO	Z762	Major Void Works - Fortem	252,900	130,806	122,094	122,094	0			

Scheme Details		2019/20				Slippage into 2020/21 and 2021/22 Requested £
		Current Budget	Actual Spend 31/3/20	Balance	Under/ (Overspend)	
		£	£	£	£	
<u>Compliance</u>						
PO Z434	Asbestos Removal	150,000	345,035	(195,035)	(195,035)	0
PO Z771	Communal Area Improvements - Fortem	150,000	174,142	(24,142)	(24,142)	0
PO Z742	Communal Area Electric	200,000	170,856	29,144	29,144	0
PO Z772	Carbon Monoxide Alarms	90,000	9,922	80,078	80,078	0
PO Z401	Fire Safety	0	474,729	(474,729)	(474,729)	0
PO Z773	Fire Safety Works	100,000	(3,124)	103,124	103,124	0
PO Z774	Cavity/Loft insulation - Fortem	0	(24,497)	24,497	24,497	0
<u>Stock Maximisation</u>						
PO Z375	Garages	10,000	0	10,000	10,000	0
<u>Decent Homes</u>						
PO Z763	Kitchens - Fortem	379,200	239,788	139,412	12	139,400
PO Z764	Bathrooms - Fortem	1,034,000	1,275,603	(241,603)	(241,603)	0
PO Z765	Electrical Upgrades - Fortem	54,000	18,818	35,182	35,182	0
PO Z766	Windows - Fortem	20,000	0	20,000	20,000	0
PO Z767	Central Heating and Boiler Installation - Fortem	460,000	410,450	49,550	49,550	0
PO Z743	Sheltered Housing Improvements inc heating & equipment	140,000	49,960	90,040	90,040	0
PO Z768	Door Replacement - Fortem	534,400	268,886	265,514	20,014	245,500
PO Z769	Re-roofing - Fortem	650,000	538,371	111,629	111,629	0
PO Z770	Major Structural Works - Fortem	250,000	276,329	(26,329)	(26,329)	0
<u>General Capital Works</u>						
PO Z776	Estate and External Works - Fortem	410,000	440,841	(30,841)	(30,841)	0
PO Z857	Housing Capital Technical Costs	312,000	181,587	130,413	130,413	0
PO Z378	Door Entry Systems	300,000	265,092	34,908	34,908	0
AS Z760	Acquisition of Affordable Housing to meet housing need	2,804,800	2,303,642	501,158	(42)	501,200
AS Z788	Barkby Road, Queniborough - acquisition of 27 dwellings	27,100	9,603	17,497	17,497	0
PO Z775	Mobility Scooter Storage - Fortem	30,000	0	30,000	30,000	0
PO Z470	Job Management System	21,100	7,250	13,850	13,850	0
Sub-total Direct Delivery		9,094,500	8,208,381	886,119	19	886,100
Housing, Planning & Regeneration & Regulatory Services - HRA - Total		9,094,500	8,208,381	886,119	19	886,100

CABINET – 9TH JULY 2020

Report of the Head of Finance & Property Services Lead Member: Councillor Barkley

Part A

ITEM 6 REVENUE OUTTURN 2019/20 AND CARRY FORWARD OF BUDGET

Purpose of Report

This report is to inform Cabinet of the Revenue Outturn position of the General Fund and Housing Revenue Account (HRA) for 2019/20 compared with the Original budgets and request budget carry forwards of £5.6k for the General Fund.

Recommendations

1. That the Revenue Outturn positions of the General Fund and Housing Revenue Account for 2019/20 be noted.
2. That carry forwards of budgets amounting to £5.6k for Unit 4 upgrades, Making Tax Digital/GDPR Financial System upgrades that are still to be finalised in 2020, this is be funded from the General Fund working balance.

Reasons

1. To enable the information to be used when considering future budgets and the Medium Term Financial Strategy.
2. To enable the budgets to be carried forward to cover costs of committed services in 2020-21

Policy Justification and Previous Decisions

Financial resources are required to carry out all the aims and strategies of the Council.

Implementation Timetable including Future Decisions and Scrutiny

The budget amounts to be carried forward, if approved and subject to there being no call-in, will be added to the 2020/21 budget.

The Scrutiny Commission will have the opportunity to consider this report for pre-decision scrutiny on 6th July 2020.

Report Implications

The following implications have been identified for this report.

Financial Implications

The financial implication of this report is that, if the carry forward requests are approved, there will be an additional use of funding in 2020/21 of £5.6k General Fund and none for HRA. There are sufficient reserves to cover this request from within the overall General Fund revenue budget

Risk Management

There are no specific risks associated with the decisions requested.

Key Decision: Yes

Background Papers: None

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Part B

Background - Outturn for General Fund and HRA

1. The General Fund Revenue Outturn for 2019/20, as summarised in Appendix 1, shows Net Service Expenditure of £19,176k against an Original Budget of £18,138k producing an adverse variance of £1,038K, 5.7% of the Original Budget.
2. Main variances between budget and outturn in terms of the total borough expenditure are as follows:
 - Net Service Expenditure –. The Net Service Expenditure overspent £1,038K as per Appendices 1 and 2. Major variances within this figure are explained in paragraphs 6 to 15 of this report.
 - Revenue Contribution to Capital ('RCCO') - £213K relates to planned capital costs approved by Cabinet and were funded from Capital Plan Reserve.
 - Interest Received on Balances - £172k received higher than budget due to higher cash balances available for investments due to underspend on Capital Programme, timing differences on Council Tax and NDR receipts. Higher returns from investments in Property Funds and higher interest rates gains on internal investments.
 - Interest Paid - £13k small underspend due to brokergage fees lower than the budget set.
3. The General Fund Reserve Balances at 31st March 2020 are £8,620k, being the working reserve balance of £4,498k, Reinvestment Reserve £883k, Capital Plan Reserve £1,980k, the Growth Fund £101k and Earmarked Reserves £1,158k. These balances are £2,157k higher than the budget set due to higher brought forward balances from 2018/19 outturn and additional earmarked reserves not spent in year.
4. The Housing Revenue Account outturn for 2019/20 (Appendix 4) shows a surplus of £171k compared with a budgeted surplus of £128k. The HRA general balances at the end of the year were £610k following a transfer of £174k to the HRA Financing Fund. This gave the HRA Financing Fund a balance at the end of the year of £8,235k.
5. The General Fund and Housing Revenue Account are both provisional as the Statement of Accounts are currently in production and will need to be audited before being finalised and signed off.

Outturn – General Fund

Directorate Controllable Costs Outturn (Appendix 2)

6. Appendix 2 shows an overspend of £1,231K for the General Fund controllable current budgets at Service level. Controllable costs are those that budget officers have direct responsibility for managing and these exclude year-end recharges. Paragraphs 7 to 15 below explains the major General fund variances within this figure.
7. Head of Private Sector Housing – underspends of £43k (5% of budget) include additional B&B accommodation income £23K, Housing Renewal Salaries budget for empty homes enforcement costs not required £29K, Private Sector Leasing Accommodation £13k and Tenant Finder £13k offset by an additional contribution to bad debt provision for B&B charges of £35k.
8. Head of Landlord Services – underspend of £31k (16%) due to a higher level of income for lifeline units than anticipated.
9. Head of Planning & Regeneration – overspends of £413k (40% of budget). This is due to a shortfall of £90K in Building Control fees (£100K 2018/19) , and a shortfall in Planning fees £298k, (£363k 2018/19) and additional appeal and enforcement costs £30K.
10. Head of Waste, Engineering & Open Spaces – underspend of £56k (1% of budget) the controllable budgets are overspend the main items being a shortfall of Garden Bin income £67K, additional repair costs at Derby road sports ground, Nanpantan sports ground, Loughborough sports ground £39k, shortfalls of income and additional costs Cemetery and Crematoria £30K, these are offset by £102k S106 income received in the year to cover costs in Loughborough, plus additional Bulky Waste income £22k.
11. Head of Leisure and Culture – overspend of £234k (43% of budget) a bad debt provision has been made for the Fusion contract for Qtr3 and Qtr4 £165k to cover any potential losses the Council may incur, £61K relates to shortfall of Market Income and staffing fees and £8k loss of toilet income.
12. Head of Finance & Property Services – Overspend of £128k (9% of budget) £100K of this relates to the Non Specific Saving target, the budget was set at £300k, £23K of NDR savings were used and £177k salary savings have part offset this. £28k net overspends relates to various Income shortfalls at the Oak and Meadlow lane industrial units and small building repair work.
13. Head of Customer Experience – Overspend of £458k (11% of budget) £588k for Supported Living housing benefits costs above the DWP Subsidy allowance. This budget issue is being reviewed further by Head of Customer Experience, with other Local authorities and DWP, this is partly offset by Council Tax Court costs recovered being higher than budget £68K and Capita inflation contract costs £71K.

14. Head of Strategic Support – Overspend of £140k (5% of budget) this relates to a shortfall in Land charges fees £49K, (£13K 2018/19) other additional costs being Election costs £56k, Legal costs £25k, and website costs £17k.
15. A managed vacancy salary savings budget of £257k was approved as part of the 2019-20 budget. As part of the budget Monitoring process vacant salary budgets were transferred to this budget each month from services, the total managed saving budget has been achieved this year.

Contributions from/to Reserves (Appendix 1)

16. The net contribution from working balance reserves in the year is £2,373K, leaving a balance of £4,498k as at March 2020. This is above the approved minimum level of required reserves held of £2m.
17. The Reinvestment Reserve has been used in accordance with the Council's financial procedures to help achieve corporate aims through service improvements. £809K was brought forward from 2018/19, plus an additional £170k was transferred in the year to cover approved reinvestment costs offset by £96k expenditure in the year, with a balance of £883k which is within the approved £500K minimum level for this reserve.
18. The Other Revenue Reserve balances are Capital Plan Reserves £1,980 which can be used to fund either Capital or Revenue costs. Earmarked Reserves retained for specific purpose being growth fund £101k and £1,158 various other reserves.

Loughborough Special Expenses (Appendix 3)

19. The actual Loughborough Special Expense costs were £1,378k; against an original budget of £1,368k, being £10K overspent (0.73% of the budget). The main overspends £42.6K are Parks Loughborough, Derby Road Playing fields, Nanpantan Sports Ground essential repair and maintenance works £17.8k, Queens Park and Southfields park overspent budget due to essential playground repair works £12.3K and Loughborough Cemetery being a shortfall of income and purchase of muslim burial crates £12.5k offset by underspends Festive Decorations £10k, CCTV £8k, Fair £7k and Town Centre Management £5k, with other smaller variances making up the balance.

20. The overspend will be carried forward within the Loughborough Special Expense Account and reflected in future year's Loughborough Special Levy.
21. It may be noted that an interim budget for 2020/21 is considered necessary due to the deterioration of the Council's financial position created by COVID19. It is envisaged that reports will be presented to Cabinet and Council in autumn 2020.

Housing Revenue Account Outturn

22. The provisional Housing Revenue Account outturn for 2019/20 is a surplus of £171k compared with a budgeted surplus of £128k, an increase of £43k. This gives HRA general balances at the end of the year of £610k following a transfer of £174k to the HRA Financing Fund. This transfer gives the HRA Financing Fund a balance at the end of the year of £8,235k. The Council's preferred minimum level of balances is £110 per property.
23. The HRA Balances at 31st March 2020, are overall £12,209k, the HRA made a contribution to the Major Repairs Reserve of £3,249k. This reserve has a balance at 31 March 2020 of £3,364k compared with £3,926k at 31 March 2019. This balance is the unspent amount carried forward to 2020/21 after the 2019/20 capital financing entries. This reserve finances capital expenditure and the repayment of debt, in accordance with the HRA Business Plan.
24. The Housing Financing Fund balance at 31 March 2020 was £8,235k. The HRA owes £79m in loans following the self-financing settlement in 2012 and, as well as paying the interest due, the principal amounts borrowed will either, in time, need to be refinanced or paid back. The first loan to be paid back following the self-financing settlement is in 2024. The money required to pay back the principal will be from HRA Reserves – principally those from the HRA Financing Fund. The total HRA Balances at 31st March 2020 are £12,209k
25. Supervision and Management (excluding recharges – Appendix 5) £360k underspend (9.6%). This includes underspending on salaries of £126k rent Software £55k, Bank Charges £26k, Sheltered Accommodation furniture £23k External software development £22k, Printing £19k, Housing Strategy £14k There's been additional income in Lifeline charges of £13k, Legal income £13k and other reimbursements £13k. Other underspends include Electricity £13k, Cleaning £14k, and £22k in grants for underoccupied/assisted transfers. There was an overspend of £13k on equipment in sheltered accommodation.
26. Repairs and Maintenance (excluding recharges – Appendix 5) £369k underspend (5.9%) This includes underspending on salaries of £189K, and £212k on non-salaries £68k Fire Risk Assessments, Gas Servicing £77k and £59k, Asbestos Surveys and Gas Repairs £42k. These were offset by Door Entry overspend of £34k.
27. Net Recharges to the HRA were £86k (7%) greater than the budget. These exclude Pension recharges totalling £556k which do not impact on the bottom-

line of the HRA. The Depreciation of £3,249k was credited into the Major Repairs Reserve to and the capital programme. Revaluations were reversed out and do not affect the HRA outturn position.

28. The 2019/20 rent income for dwellings was 1% lower than 2018/19 due to Government policy. Void loss was 2.6% against a budget of 2.2%. Dwelling Rent income was a £65k adverse variance (0.3%). Right to buy sales were budgeted at 40 sales, compared with 44 actual sales. An additional 21 properties were added into the HRA, through acquisition and the utilisation of 1-4-1 receipts.
29. As at 31 March 2020 rent arrears were £1,078k compared with £965k at 31 March 2019. Court costs were £107k at 31 March 2020 compared with £104k at 31 March 2019. These are a combined increase of £116k.
30. As a percentage of dwelling rents the total arrears including court costs is 5.63% compared with 5.05% in 2018/19.
31. The amount of HRA debt written off in the year was £184k compared to £197k in 2018/19. This includes rent and court costs write-offs totalling £132k in 2019/20 compared with £148k in 2018/19.
32. Rent arrears increased by £113k between the end of March 2019 and the end of March 2020. Former tenant arrears reduced by £2k over the same period. Former tenant arrears cash collected over the year was £4k. Rent collection for the year (including arrears brought forward) was 96.29% compared with 96.75% at the end of the previous year.
33. The numbers of tenants receiving universal credit (UC) continues to rise and during the year almost doubled to over a thousand at the end of March 2020. As expected, and in line with the experience of other landlords, rent arrears have increased although the average debt of a tenant receiving universal credit at the end of the year was almost unchanged compared to the same point the previous year. UC is paid to the claimant as a single monthly payment in arrears. It takes at least five weeks for the Department for Work and Pensions to assess a claim and for tenants to receive their first payment of the benefit. A rent debt is often accrued as a result. In some instances, on receipt of the benefit tenants do not pay the rent to the council. Advice and support is offered to all tenants moving to universal credit by the landlord services financial inclusion and tenancy support teams. Where tenants have vulnerabilities and/or owe eight or more weeks' rent our universal credit officer makes applications to the DWP to switch payment of the housing element of UC from the tenant to the council. Rent recovery action is taken where necessary.
34. Appendix 5 details the controllable cost outturn for the HRA as at 31 March 2020. This shows the controllable budgets and actuals as they were presented within the monitoring reports during the year. The descriptions of Employee related expenditure include all employee related costs, not just salaries. Some costs such as insurance costs and business rates must be shown in Rents,

Rates and Other Charges, within the Income and Expenditure account of the Statement of Accounts.

35. General Fund Carry Forward Requests

£5.6K Unit 4 various upgrades, Making Tax Digital/GDPR – Head of Finance & Property

£5.6K Total General Fund

There are no HRA Carry Forward Requests in 2019/20.

Appendices

Appendix 1 – General Fund Outturn 2019/20

Appendix 2 – General Fund Controllable Outturn 2019/20

Appendix 3 – Loughborough Special Expenses Outturn 2019/20

Appendix 4 – HRA Outturn 2019/20

Appendix 5 – HRA Controllable Outturn 2019/20

GENERAL FUND OUTTURN 2019-20				
Actual 2018/19 £000		Actual £000	Original Budget £000	Variance £000
17,844	Net Service Expenditure	19,176	18,138	(1,038)
29	Council Tax Support to Parishes	0	0	0
752	Revenue Contribution to Capital	213	0	(213)
356	Interest Paid	227	240	13
(447)	Less: Interest on Balances	(562)	(390)	172
18,534	Total Borough Expenditure	19,053	17,988	(1,065)
214	Contribution to (from) Reinvestment Reserve	74	0	(74)
48	Contribution to/(from) Working Balance	(2,200)	(798)	1,402
(234)	Contribution to/(from) Working Balance Collection Fund	(173)	(173)	0
(13)	Contribution to (from) Growth Support Fund	0	0	0
(51)	Contribution to/(from) Other Revenue Reserves	395	(63)	(458)
(451)	Contribution to/(from) Capital Plan Reserve	(213)	0	213
18,047	Precept Requirement	16,937	16,954	17
745	Revenue Support Grant	0	0	0
4,957	NNDR	5,290	5,290	0
6,502	Council Tax Receipts	6,893	6,893	0
1,194	Loughborough Special Levy	1,213	1,213	0
(234)	Collection Fund Surplus/(Deficit)	(173)	(173)	0
3,620	New Homes Bonus	3,731	3,731	0
1,263	Government Grants & NDR Adjustments	(17)	0	(17)
18,047	Precept Income	16,937	16,954	(17)
£000	<u>2019/20</u>	£000	£000	£000
7,057	<u>Working Balance 1st April</u>	6,871	4,990	1,881
(186)	Transfer from General Fund	(2,373)	(971)	(1,402)
6,871	Balance at 31 March	4,498	4,019	479
595	<u>Reinvestment Reserve 1st April</u>	809	608	201
214	Transfers From General Fund	74	0	74
809	Balance at 31 March	883	608	275
2,644	<u>Capital Plan Reserve 1st April</u>	2,193	1,711	482
(451)	Funding of Capital Expenditure	(213)	(618)	405
2,193	Balance at 31 March	1,980	1,093	887
114	<u>Growth Support Fund 1st April</u>	101	0	101
(13)	Funding of Capital Expenditure	0	0	0
101	Balance at 31 March	101	0	101
813	<u>Other Revenue Reserves 1st April</u>	763	805	(42)
(50)	Transferred from General Fund	395	(63)	458
763	Balance at 31 March	1,158	742	416
10,737	TOTAL BALANCES	8,620	6,462	2,157

Appendix 2

Charnwood Borough Council		2019-20		
		Actual	Current Budget	Variance Underspend/ (Overspend)
Controllable Service Costs		£000's	£000's	£000's
Housing, Planning, Regeneration & Regulatory Directorate				
	Housing, Planning and Regeneration Director	115	116	1
	Head of Strategic and Private Sector Housing	823	866	43
	Head of Landlord Services	(225)	(194)	31
	Head of Planning and Regeneration	1,454	1,041	(413)
	Head of Regulatory Services	779	786	7
		2,946	2,615	(331)
Neighbourhoods & Community Wellbeing Directorate				
	Head of Waste, Engineering and Open Spaces	5,891	5,946	56
	Neighbourhoods and Community Wellbeing Director	183	183	(0)
	Head of Leisure and Culture	778	545	(234)
	Head of Neighbourhood Services	1,533	1,564	30
		8,386	8,237	(148)
Corporate Services Directorate				
	Corporate Services Director	116	116	0
	Chief Executive's Team	355	329	(26)
	Head of Finance and Property Services	1,490	1,362	(128)
	Head of Customer Experience	4,669	4,211	(458)
	Head of Strategic Support	3,011	2,871	(140)
		9,640	8,888	(752)
	Grand Total	20,971	19,741	(1,231)
Note: Reconciliation to Appendix 1				
	Grand Total as above	20,971	19,741	(1,231)
	Adjustment for Non-Controllable Recharges to HRA	(1,795)	(1,755)	40
	Budget changes since Original Budget	0	153	153
	Other	0	0	0
	Net Service Expenditure per Appendix 1	19,176	18,138	(1,038)

Loughborough Special Expenses 2019/20

Appendix 3

Actual 2018/19	Service	Original Budget 2019/20	Actual 2019/20	Variance 2019/20	% Variance
£		£	£	£	
61,566	Loughborough CCTV	67,800	59,845	7,955	11.7%
78,965	Community Grants - General / Fearon Hall / Gorse Covert	81,800	78,196	3,604	4.4%
38,951	Marios Tinenti Centre / Altogether Place / Community Hubs	44,900	38,760	6,140	13.7%
6,403	Charnwood Water Toilets	9,600	8,567	1,033	10.8%
33,259	Voluntary & Community Sector Dev Officer post (75% LSX)	34,500	44,476	(9,976)	-28.9%
4,202	Biggin Street Toilet - Friday Opening	4,400	4,447	(47)	-1.1%
118,998	Contribution to Loughborough Open Spaces Grounds Maintenance	120,000	120,046	(46)	0.0%
(1,539)	November Fair	(5,100)	(12,009)	6,909	-135.5%
	<u>Parks:</u>				
390,558	Loughborough - including Loughborough in Bloom	404,700	417,381	(12,681)	-3.1%
65,748	Gorse Covert and Booth Wood	68,200	66,108	2,092	3.1%
	<u>Sports Grounds:</u>				
94,583	Derby Road	112,700	122,297	(9,597)	-8.5%
40,841	Lodge Farm	43,700	41,515	2,185	5.0%
94,339	Nanpantan	72,900	79,583	(6,683)	-9.2%
18,681	Park Road	20,200	21,604	(1,404)	-7.0%
27,377	Shelthorpe Golf Course	21,400	21,798	(398)	-1.9%
47,120	Loughborough Cemetery	45,100	57,651	(12,551)	-27.8%
54,597	Allotments - Loughborough	52,000	52,396	(396)	-0.8%
28,255	Carillon Tower	15,600	16,648	(1,048)	-6.7%
56,025	Festive Decorations and Illuminations	51,200	41,678	9,522	18.6%
90,981	Town Centre Management	102,500	97,252	5,248	5.1%
1,349,908		1,368,100	1,378,241	(10,141)	-0.7%

Appendix 4

2018/19 Actual	Housing Revenue Account	2019/20 Original Budget	2019/20 Outturn
£000		£000	£000
	Expenditure		
4,901	Supervision and Management	5,118	5,220
6,289	Repairs and Maintenance	6,461	6,718
130	Rents, Rates and other charges	139	191
335	Provision for Bad and Other Charges	383	270
3,025	Depreciation	3,057	3,249
(13,072)	Net Revaluation increase of non-current assets	0	(17,892)
19	Debt Management Expenses	10	18
1,627	Expenditure Sub-total	15,168	(2,226)
	Income		
(20,698)	Dwelling Rent Income	(20,548)	(20,483)
(365)	Shops, Land and Garages Rent	(373)	(366)
(55)	Warden Service Charges	(55)	(55)
(293)	Central Heating, Communal and Cleaning Charges	(322)	(355)
(226)	Leasehold Flat and Shop Service Charges	(156)	(143)
(26)	Hostel Service Charges	(24)	(26)
(11)	Council Tax recharged	(11)	(11)
(21,674)	Income Sub-total	(21,489)	(21,439)
(20,047)	Net (income)/Cost of service	(6,321)	(23,665)
(82)	Transfer from General Fund - Grounds Maintenance	(84)	(85)
2,743	Interest Payable	2,706	2,709
(93)	Investment Income and Mortgage Interest	(88)	(124)
(17,479)	Net Operating Expenditure/(Income)	(3,787)	(21,165)
3,716	Revenue Contribution to Capital	3,659	3,659
(389)	Pension Adjustment	0	(556)
5	Accumulated Absence Adjustment	0	(1)
13,072	Reversal of Gain on Revaluation	0	17,892
16,404	Appropriations	3,659	20,994
(1,075)	(Surplus)/Deficit for the year	(128)	(171)

2018/19 Actual	Housing Revenue Account	2019/20 Original Budget	2019/20 Outturn
HRA Balances:			
(617)	HRA Balance at beginning of year	(613)	(613)
(1,075)	(Surplus)/Deficit for the year	(128)	(171)
1,079	Transfer to/from Reserves	131	174
(613)	HRA Balance at end of year	(610)	(610)
(6,982)	HRA Financing Fund at beginning of year	(8,061)	(8,061)
(1,079)	Transfer to/from Reserves	(131)	(174)
(8,061)	HRA Financing Fund at end of year	(8,192)	(8,235)
(3,926)	Major Repairs Reserve at end of year	(2,324)	(3,364)
(12,600)	Overall HRA balances at end of the year	(11,126)	(12,209)

Appendix 5

Charnwood Borough Council HRA Revenue Monitoring Report as at April 2019 Period (201913) Based on Original Budget	Period			Year-to-Date (YTD)			YTD Variance as % of YTD Budget	Full Year Budget
	Amount	Current Budget	Variance Under/ (Over)	Amount	Current Budget	Variance Under/ (Over)		
	£000's	£000's	£000's	£000's	£000's	£000's		
General Management								
Repairs & Maintenance								
Employee Related Costs	38	0	(38)	2,462	2,651	189	7.1%	2,651
All Other Controllable Costs	836	0	(836)	3,510	3,722	212	5.7%	3,722
Controllable Income	0	0	0	(45)	(78)	(33)	41.9%	(78)
Total Repairs & Maintenance	874	0	(874)	5,927	6,296	369	5.9%	6,296
Allocations & Lettings								
Employee Related Costs	(14)	0	14	665	651	(14)	-2.2%	651
All Other Controllable Costs	(5)	0	5	37	22	(15)	-67.7%	22
Controllable Income	(37)	0	37	(32)	(35)	(3)	9.3%	(35)
Total Allocations & Lettings	(56)	0	56	670	638	(33)	-5.1%	638
Housing Strategy								
Employee Related Costs	1	0	(1)	76	107	31	29.0%	107
All Other Controllable Costs	1	0	(1)	5	22	17	78.3%	22
Total Housing Strategy	2	0	(2)	81	129	48	37.3%	129
Supervision & Management								
Employee Related Costs	11	0	(11)	2,284	2,410	126	5.2%	2,410
All Other Controllable Costs	62	0	(62)	1,335	1,576	241	15.3%	1,576
Controllable Income	1	0	(1)	(230)	(237)	(7)	3.0%	(237)
Total Supervision & Management	73	0	(73)	3,389	3,749	360	9.6%	3,749
Total General Management	893	0	(893)	10,067	10,811	745	6.9%	10,811
Rents, Rates and Other Charges								
Rents, Rates and Other Charges								
All Other Controllable Costs	0	0	(0)	191	139	(52)	-37.1%	139
Total Rents, Rates and Other Charges	0	0	(0)	191	139	(52)	-37.1%	139
Total Rents, Rates and Other Charges	0	0	(0)	191	139	(52)	-37.1%	139
Grand Total	893	0	(893)	10,257	10,950	693	6.3%	10,950

Income								
Dwelling Rent Income - Gross	288	0	(288)	(21,050)	(21,011)	39	-0.2%	(21,011)
Dwelling Rent Void loss	(8)	0	8	566	462	(104)	-22.5%	462
Net Dwelling Rent Income	280	0	(280)	(20,484)	(20,548)	(65)	0.3%	(20,548)
Non-Dwelling Rent	7	0	(7)	(492)	(486)	6	-1.2%	(486)
Non-Dwelling Rent Void Loss	(2)	0	2	126	114	(12)	-10.7%	114
Net Non Dwelling Rent Income	5	0	(5)	(366)	(373)	(6)	1.7%	(373)
Charges for Services & Facilities - Charge	(136)	0	136	(691)	(666)	9	-1.4%	(666)
Charges for Services & Facilities - Void Loss	(1)	0	1	102	96	(6)	-6.5%	96
Net Charges for Services and Facilities	(137)	0	137	(589)	(570)	3	-0.5%	(570)
Total Income	148	0	(148)	(21,439)	(21,491)	(68)	0.3%	(21,491)

Reconciliation to HRA Income and Expenditure Account	£000	Reconciliation to HRA Outturn appendix	£000
General Management (above)	10,565	General Management (above)	10,067
Add Support Service Recharges (costs)	2,932	Add Support Service Recharges (costs)	2,931
Minus Support Service Recharges (income)	(1,183)	Add Corporate and Democratic Core	123
	<u>12,314</u>	Minus Support Service Recharges (income)	(1,183)
			<u>11,938</u>
I & E Supervision and Management	5,733	Supervision and Management (outturn)	5,220
I&E Repairs and Maintenance	6,024	Repairs and Maintenance (outturn)	6,718
Rents Rates and Other charges	557		<u>11,938</u>
Total expenditure on Income and Expenditure Account	12,314		
Controllable Income	(21,439)		
Repairs and Maintenance income	(45)		
Allocation and lettings agency income	(31)		
Supervision and mangement income	(230)		
Grounds Maintenance Income (not included above)	(85)		
Total income on Income and Expenditure account	(21,831)		

SCRUTINY COMMISSION – 6TH JULY 2020

Report of the Cabinet

ITEM 9 SCRUTINY COMMISSION PRE-DECISION SCRUTINY – CABINET RESPONSE

Purpose of Report

To set out the Cabinet's responses to the recommendations of the Commission on pre-decision scrutiny items.

Action Requested

To note the Cabinet's responses to the recommendations submitted by the Commission on items considered for pre-decision scrutiny.

Policy Context

One of the principles of effective scrutiny, identified by the Centre for Public Scrutiny, is "provide a constructive critical friend challenge to the Executive".

Pre-decision Scrutiny

Since the meeting of the Commission on 1st June 2020, the Cabinet has considered the following items on which the Commission undertook pre-decision scrutiny:

- A. COVID-19 – COUNCIL APPROACH TO COMMUNITY, ECONOMIC AND ORGANISTIONAL RECOVERY
- B. EXEMPT – LEISURE CENTRE CONTRACT

Details of the Commission's consideration of the items as reported to the Cabinet on the 4th June 2020 can be found in the minutes from the Commission's meeting on 1st June 2020.

The Chair of the Commission, Councillor Rattray, attended the Cabinet's meeting on the 4th June 2020 to present the Commission's reports to the Cabinet.

Cabinet Response

The Cabinet considered the Commission's report and acknowledged the work undertaken and the views of the Commission. In particular, the Cabinet responded as follows to the reports:

Covid-19 – Council Approach to Community, Economic and Organisational Recovery

The Cabinet adopted the officer recommendations as set out in the report, which the Commission had supported, noting the amendments made as a result of the recommendations of the Scrutiny Commission.

EXEMPT – Leisure Centre Contract

The Cabinet adopted the officer recommendations as set out in the report, which the Commission had supported, noting the amendments made as a result of the recommendations of the Scrutiny Commission.

Report Implications

The following implications have been identified for this report:

Financial Implications

None.

Risk Management

No risks have been identified in connection with this report.

Background Papers: None

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Democratic Services Officer
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sally.watson@charnwood.gov.uk

SCRUTINY COMMISSION – 6TH JULY 2020

SCRUTINY PANEL: Commercialisation

ITEM 10 COMMERCIALISATION SCRUTINY PANEL REPORT

Purpose of the Report

To consider the observations and recommendations of the Commercialisation Scrutiny Panel.

Action Requested

That the Scrutiny Commission considers the Commercialisation Scrutiny Panel report, attached as an Annex to this report, and if satisfied, submit it to the next available Cabinet meeting.

Background

Following a decision by the Scrutiny Commission at its meeting held on 4th August 2019 that the Commercialisation Scrutiny Panel be progressed as an informal Panel, it was resolved on 14th October 2019 to change the type of panel to a formal Panel. The Panel agreed its recommendations at its fourth and final meeting on 5th March 2020.

Background Papers

As detailed at the end of the Panel's report, attached as an Annex.

Officer to Contact: Nicky Conway
Democratic Services Officer
Nicky.conway@charnwood.gov.uk
01509 634787

REPORT OF THE SCRUTINY PANEL: How the Council can generate commercial income?

Foreword by Councillor Baines, Chair of the Scrutiny Panel

The overall funding base for local authorities has continued to shrink. As central government funding allocations to local authorities are reduced, so councils are forced to either cut their costs with as little impact on frontline services as possible, raise their revenues through council tax or by selling supplementary goods and services to residents, or by some combination of these. Many other councils have already developed, or begun to develop, their commercialisation strategies given the changes in the external financial environment. For Charnwood Borough Council, the requirement is that a shortfall of circa £3m needs to be generated from commercial income between 2020-2023 in order to plug the gap in the Medium-Term Financial Strategy. This report sets out the findings and recommendations of the Commercialisation Scrutiny Panel which sought to gain information into how the Council can generate commercial income to fulfil the need for potential new sources of revenue and to make recommendations as appropriate.

The Panel wishes to acknowledge and thank all those who acted as witnesses or provided written evidence to assist the Panel with its deliberations.

1. Background

The topic for this Panel was suggested at the meeting of the Scrutiny Commission on 3th June 2019 and agreed to be progressed as an informal Panel at its meeting on 4th August 2019. On 14th October 2019 it was resolved by the Commission to change the Panel to a formal Panel.

The Panel's first meeting was an informal meeting on 5th November 2019, followed by its first formal meeting which took place on 28th November 2019. After a third meeting the Panel concluded its initial business at its fourth meeting on 5th March 2020.

2. Panel Membership

Chair: Councillor Baines
Councillors Boldrin, Bolton, Charles, Hamilton, and Ranson.

NOTE: Councillor Snartt was identified as a member but when the meeting dates were arranged, he could no longer attend.

3. Terms of Reference and Reason for Scrutiny

The Panel's Terms of Reference, agreed by the Panel at its informal meeting on 5th November 2019 and confirmed by Scrutiny Commission on 9th December 2019 were as follows:

The Panel will:

- *consider if there are any areas for improvement or change in the Council's existing commercialisation strategy, and whether other policies require updating, and how they relate to national policy framework.*
- *put forward recommendations for future strategy.*
- *undertake informal factfinding research to establish what income generating activities are already in place at the Council and compare with information gathered from other similar types of Councils locally and nationally.*

The Scrutiny Commission wished the Panel to identify areas where the Council's income could be maximised, or further improved.

The Scope Document for the scrutiny review undertaken by the Panel is attached at **Appendix 1**. This sets out the above Terms of Reference and Reason for Scrutiny. The document outlines the position at the conclusion of the Panel's work and, therefore, includes additional stakeholders and resources identified by the Panel as its work progressed, notes added to assist the Panel and a summary of the progress made by the Panel.

4. Evidence, Stakeholders and Witnesses

The Panel received information from the following stakeholders and witnesses:

Information from officers within the Council

- Introduction from Chief Executive on the current position with respect to commercial income.
- Commercial strategy updates by the Strategic Director of Corporate Services.
- Ideas suggested by the Council's Staff Forum and feedback on suitability by relevant officers.

Information from other Councils

- Question session with Colin Sharpe, Deputy Director of Finance, Leicester City Council.
- Presentation by Elizabeth Warhurst, Head of Legal and Commercial Services and Lee Mansfield, Environmental Health Team Manager, North West Leicestershire District Council.
- Presentation by Peter Linfield, Executive Manager of Finance and Corporate Services, Rushcliffe Borough Council.
- Exempt briefing by Councillor Baines of meeting with Andy Vaughan, Corporate Director of Commercial and Operations, Nottingham City Council.
- Exempt briefing by Councillor Boldrin of meeting with Justin Henry, Commercialisation Manager, Ashfield District Council.

Information from other sources

- Presentation by Vivien Holland, Associate Director, Grant Thornton UK .
- Briefing from Cllr Bolton, attending LGiU Seminar titled 'Commercialisation training, developing a commercially aware organisational culture'.
- Question session with Councillor Jonathan Morgan, Leader of Charnwood Borough Council.

Documentation

The Panel had access to a library of guidance documents and copies of commercialisation strategies of other regional authorities as follows:

- House of Commons – Local Government – Alternative Models of Service Delivery
- Localis – Commercial Councils
- Grant Thornton – Commercial Health check in local Authorities
- CfPS – Risk and Commercialisation
- Kettering Borough Council, Commercialisation Strategy 2019
- Bromsgrove District Council, Commercialisation and Financial Strategy 2017-20
- Lincolnshire County Council, Commercialisation Strategy

- Derbyshire County Council, Enterprising Council Strategy 2018-2021

These documents can be found in the Members Library at:

[https://charnwoodextranet.moderngov.co.uk/ecCatDisplay.aspx?sch=doc&cat=13354&\\$LO\\$=1](https://charnwoodextranet.moderngov.co.uk/ecCatDisplay.aspx?sch=doc&cat=13354&LO=1)

Technical Support was provided to the Panel by:

- Rob Mitchell – Chief Executive
- Simon Jackson – Strategic Director of Corporate Services

5. Summaries of Panel Meetings

Summaries of the work undertaken at each meeting of the Panel are set out in the “Progress of Panel Work” section of the Scope Document at **Appendix 1**.

Full details of the information provided by witnesses and the issues considered by the Panel are detailed in the notes of the Panel’s meetings listed in Background Papers section of this report, also attached at **Appendix 2**.

The Panel met a total of four times as follows:

Meeting 1 (informal) – 5th November 2019

Meeting 2 – 28th November 2019

Meeting 3 – 23rd January 2020

Meeting 4 – 5th March 2020

6. Equality Impact Assessment (EIA)

The Improvement and Organisational Development Manager stated that the need for an Equality Impact Assessment would be considered following the final submission of the report.

7. Key Findings

The Panel obtained evidence from a range of sources both internal and external as described in section 4 above. In doing so the Panel made use of the evidence provided of practice at other councils who had implemented a commercialisation strategy or were in the process of doing so. The following summarises the key findings of the Panel.

The Commercialisation mindset

The Panel considered evidence from other councils regarding the importance of developing the appropriate mindset to enable the Council to maximise its commercial potential.

North West Leicestershire District Council (NWLDC) was at the start of its commercialisation journey and had focused particularly on building the appropriate culture within its organisation. This featured:

- a 'Think Tank & ToolKit' - a team that had been created for generating and reviewing ideas within the organisation;
- a desire to improve in-house commercial skills of staff through training and embedding commercial activity into team planning and the performance reporting processes.

The commercialisation mindset was well established at Rushcliffe Borough Council, as officers had attended courses to upskill and member development groups had been initiated with councillors.

The Panel also considered how to utilise the resources available to the Council to generate commercial ideas. It considered that staff and residents were a valuable source of ideas and consulting councillors with private sector experience could be of benefit.

Decision making and scrutiny

The Panel considered evidence from other councils regarding the importance of developing a streamlined but effective decision-making policy for commercial investment. Rushcliffe Borough Council (RBC) and Leicester City Council (LeCC) shared their approaches to decision making. The overarching policy at RBC had been agreed at Full Council, with a small team of six comprising three councillors and three senior officers approving the expenditure for commercial property. Scrutiny of the property portfolio's performance occurred after the investment.

At Leicester City Council processes in place to make fast decisions included a nominated Commercialisation Officer and officer group. If a project seemed viable the Lead Member would be consulted. North West Leicestershire DC had created a decision-making continuum, attached at **Appendix 3**. They also sought to embed a culture in its organisation which accepted failure that could be dealt with quickly and efficiently before moving onto new projects.

Investment in Commercial property

Initially the Panel focused its attention on why the Council had chosen to progress its investment in commercial property. Officers highlighted that the Council believed investment in commercial property was the correct approach in the short term to mitigate its budget pressures and that the income needed to be achievable at a scale that made a difference and come on stream at significant scale within a relatively short time (realistically within the 2020/21 financial year).

Evidence was provided to the Panel by RBC, Ashfield District Council and LeCC regarding the conflicts that purchasing of commercial property within the Borough's boundary could create between its need for pure commercial income and its strategic objectives, impacting the Council's decision making with respect to its relationship with residents, and its social and regeneration strategic objectives.

Examples of commercial property investment that were less successful in generating income were provided by case studies from Grant Thornton UK, Nottingham City Council, and Leicester City Council. The reasons ranged from shared services

projects struggling with austerity cuts, challenges with social care services linked to national minimum wage, local energy supplies being complex to set up, and shopping centres being susceptible to national chains moving away.

The criteria for assessing potential commercial opportunities was key to making fast decisions. RBC shared its Commercial Property Investment assessment matrix, attached at **Appendix 4**, which the Panel considered helpful. The key to property investment was managing the risk and being proportionate to the size of the council.

The Panel concluded that the Council was focusing its commercialisation strategy heavily in one area, namely commercial property development. The Panel considered this was because it was a risk averse strategy and there had been insufficient investigation made into other options.

Ways to generate income from existing assets

The Panel considered methods by which the Council could generate income from existing assets or by streamlining services. Considering evidence provided by other Councils, Grant Thornton, and Panel members, suggestions included:

- reviewing existing fees and charges.
- reviewing the Council's Asset Register – are assets being efficiently handled, review returns on assets.
- selling the Council's services to other businesses.
- progressing the Housing Development company (as agreed by Cabinet).
- consider bringing contracts in-house and reviewing whether older contracts were still fit for purpose.
- progressing the digitalisation of services.

Future commercialisation opportunities

Evidence provided to the Panel suggested that Charnwood Borough Council could consider other areas for generating commercial income in the longer-term including:

- working with partners such as Loughborough University, LLEP or companies in the private sector
- commercial development, social and private rental housing / building
- investing in warehouses, industrial and office space,
- investing in hotels, shopping centres,
- installing solar farms, developing enterprise zones,
- borrowing to fund infrastructure investment, local loan funding scheme to promote economic regeneration.

8. Observations made by the Panel

The Panel wished to make the following observations in respect of how the Council could generate commercial income:

1. that the Council ensures it develops individual performance targets relating to commercialisation for Council Service areas, and that these be included in the Key Performance Indicator (KPI) list for assessment annually.
2. That the Council considers how empty shops might be used to generate income.
3. That prior to undertaking any commercialisation activity the Council ensures that the purpose of its commercialisation strategy aligns fully with the key corporate objectives and robust risk management processes.
4. That the central Innovation unit (Think Tank) develops a clear and transparent process for evaluating all commercialisation projects using criteria important to the Council.

9. Recommendations made by the Panel

The Panel wishes to make the following recommendations in respect of how the Council could generate commercial income:

1. That all assets owned by the Council are reviewed immediately and annually thereafter to identify revenue and sale opportunities.
2. That the Council should consider hiring out other council facilities for corporate events, examples include, but are not exclusive to, the Charnwood museum, the Town Hall and Council meeting rooms.
3. That the Council develops criteria to maximise revenue opportunities from existing services and then pursue those that provide the best opportunity to generate income.
4. That the Council undertakes pricing analyses, e.g. competitor price analyses or cost analyses, to ascertain if the prices charged for its goods and services are appropriately priced.
5. That the Council reviews goods and services offered for a fee to residents by other similar councils to assess whether it may offer additional discretionary services for a charge or fee to Charnwood residents.
6. That all Council Service areas are evaluated to determine whether they may be subcontracted more efficiently and whether capabilities exist in house that may be sold to other organisations.

7. That a central innovation unit based on NWL DC's Think Tank is created to develop, monitor, evaluate, and control commercialisation projects and is part of the new Commercial Development strategic directorate.
8. That a training and development programme is developed and implemented for officers on the Council's commercialisation strategy and skills required to embed an entrepreneurial culture and innovative ways of working.
9. That an exercise is carried out to examine internal controls and eradicate those that are surplus with a view to increasing entrepreneurial activity and reducing bureaucracy.
10. That non-property related investments and other commercial opportunities considered by the Council are scrutinised prior to the decision being taken and that a monetary value / investment level is set above which decisions are assessed and scrutinised in advance of being made.
11. That given the budget pressures identified in the MTFS, the Council borrow more than £10million to invest in commercialisation projects including projects other than commercial property investment.
12. That the Council considers creating a balanced portfolio of commercial properties, whereby a proportion of properties are purchased within the borough's boundaries and aligned with the Council's strategic objectives.
13. That opportunities to improve and increase car parking and car parking enforcement are investigated.
14. That the ties between the Council and Loughborough University, other regional universities and further education colleges, and other economic development agencies such as the Midlands Engine, are explored and investigated to see if they can be further strengthened to enable all organisations to benefit commercially from joint initiatives.
15. That Council owned garage sites in the Borough be redeveloped for Council owned affordable housing.
16. that the Council creates a business case for a street cleaning, grounds maintenance company similar to the 'Streetwise Environmental Limited' company of Rushcliffe Borough Council.

Reasons

1. The Panel considered it important that the Council maximised on its current assets.
2. The Panel considered that the Council's facilities were not being fully utilised for corporate events, although it was aware that some of the facilities were being booked for non-corporate events.

- 3-6. The Panel were concerned to ensure that existing services were being robustly assessed for savings and the potential to generate income.
7. The Panel considered that the Think Tank utilized by NWL DC was effective in managing the implementation of commercialisation projects and wished to see a similar unit created at Charnwood Borough Council.
8. Training was perceived as a key element of engaging staff in the commercialisation mindset and also maximised on potential talent and skills within the Council.
9. The Panel were particularly keen that internal controls were assessed as it was aware that over time layers of controls tended to be created that, when reviewed, are no longer necessary.
10. The Panel accepted that as commercial property decisions would be made in 'real time' and would be required to be taken quickly, the Council would not be able to undertake pre decision scrutiny. However it considered that non-property related commercial decisions and other commercialisation projects incurring expenditure, should be scrutinised prior to the decision being taken and that projects above a set expenditure amount should be reviewed.
11. The Panel believed there was a need to borrow more to reduce the financial gap identified in the MTFS.
12. The Panel was aware that, in the short term, the Council wished to invest in properties for purely commercial income. However, it considered it was crucial that for future commercial property investment decisions, the Council takes into account its own overall strategic objectives, and purchases some properties within the borough.
13. The Panel was aware that a Scrutiny Panel looking into car parking had been proposed and wished to emphasise the value of scrutiny in this matter.
14. The Panel was keen to emphasise partnership working.
15. The Panel acknowledged that a review of garage sites within the borough had been completed and wished to see the sites identified, developed with council owned affordable housing.
16. The Panel considered that the 'StreetWise' company of Rushcliffe Borough Council was a good example of maximizing on skills and capabilities within a council and believed it would be a good opportunity for Charnwood Borough Council.

10. Background Papers

Agenda Papers and Notes of formal Panel meetings available on the Council's website at:

<https://charnwood.moderngov.co.uk/ieListMeetings.aspx?CIId=235&Year=0>

Informal meeting (1) notes as detailed in paragraph 5 of this report can be accessed at:

<https://charnwoodbc.sharepoint.com/sites/papers/exempt/Forms/AllItems.aspx?viewid=c950fdd3%2D963e%2D4777%2Da220%2D84dce826906e&id=%2Fsites%2Fpapers%2Fexempt%2FCommercialisation%20Scrutiny%20Panel>

Exempt Information considered by the Panel as detailed in Paragraph 4 of this report can be accessed at:

<https://charnwoodbc.sharepoint.com/sites/papers/exempt/Forms/AllItems.aspx?viewid=c950fdd3%2D963e%2D4777%2Da220%2D84dce826906e&id=%2Fsites%2Fpapers%2Fexempt%2FCommercialisation%20Scrutiny%20Panel>

11. Appendices

Appendix 1	Scope Document
Appendix 2	Notes of meetings nos. 2, 3, 4
Appendix 3	Decision making Continuum from North West Leicestershire District Council
Appendix 4	slide of Rushcliffe Borough Council's Commercial Property Investment assessment matrix



Charnwood

SCRUTINY REVIEW: SCOPE Commercialisation

REVIEW TITLE: How the Council can generate commercial income

SCOPE OF ITEM / TERMS OF REFERENCE

The Panel will:

- consider if there are any areas for improvement or change in the Council's existing commercialisation strategy, and whether other policies require updating, and how they relate to national policy framework.
- put forward recommendations for future strategy.
- undertake informal factfinding research to establish what income generating activities are already in place at the Council and compare with information gathered from other similar types of Councils locally and nationally.

REASON FOR SCRUTINY

Charnwood Borough Council has identified significant challenges within the MTFs and as some future income is highly uncertain, a need has been identified for potential new sources of revenue and to make recommendations as appropriate.

The Panel topic was suggested at the meeting of the Scrutiny Commission on 3th June 2019 and agreed to be taken forward as an informal Panel at its meeting on 4th August 2019. On 14th October 2019 it was resolved by the Commission to change the type of panel to a formal panel.

MEMBERSHIP OF THE GROUP

Councillor Baines (Chair)
Councillors Boldrin, Bolton, Charles, Hamilton, Ranson,

WHAT WILL BE INCLUDED

All non-statutory activity that generates income.

WHAT WILL BE EXCLUDED

All statutory activity that generates income.

KEY TASKS ** including consideration of efficiency savings

- Evaluate existing Council commercialisation initiatives and procedures
- Make recommendations on future strategy
- Review other Local Authority commercialisation programmes to learn best practice
- Provide input into the Council's Commercialisation Strategy
- Interviewing witnesses and Council officers

STAKEHOLDERS, OUTSIDE AGENCIES, OTHER ORGANISATIONS *

Other Local Authorities
 Local Government Association
 Strategic Director Charnwood Borough Council
 Relevant Borough Council departments
 Residents

EQUALITY IMPLICATIONS

Is an impact needs assessment required? – not required

LINKS/OVERLAPS TO OTHER REVIEWS

Digital Transformation Panel

RESOURCE REQUIREMENTS

Support from Democratic Services

REPORT REQUIREMENTS (Officer information)**REVIEW COMMENCEMENT DATE****COMPLETION DATE FOR DRAFT REPORT**

March 2020

* Key tasks and stakeholders may be subject to change as the review progresses.

PROGRESS OF PANEL WORK

MEETING DATE	PROGRESS TO DATE
5th November 2019 (informal)	Considered: <ul style="list-style-type: none"> • Updated Scope • Presentation by Strategic Director of Corporate Services and Chief Executive regarding Council's existing commercialization strategy • Review of research to be undertaken
Thursday 28th November 2019	Considered; <ul style="list-style-type: none"> • Update from Strategic Director of Corporate Services

	<ul style="list-style-type: none"> • Presentation by C. Sharpe Leicester City Council • Staff Consultation responses • Feedback from Cllr Bolton (LGiU Seminar) • Feedback from Cllr Boldrin (meeting with J Henry, Ashfield District Council) • Register of Assets owned by the Council
Thursday 21st January 2019	<p>Considered:</p> <ul style="list-style-type: none"> • Presentations by NWL District Council and Rushcliffe Borough Council • Presentation by Grant Thornton UK LLP • Question Session with Leader of Charnwood Borough Council • Update from Strategic Director of Corporate Services • Feedback from Cllr Baines (telecon with Notts City Council) • Staff Consultation - officer responses
Thursday 5th March 2020	<ul style="list-style-type: none"> • reviewed draft recommendations for inclusion in the Panel's final report • reviewed the Panel's final report for submission to the Scrutiny Commission

REPORT SUBMITTED TO SCRUTINY COMMISSION

The Panel completed its work and submits its report to the Scrutiny Commission meeting on 6th April 2020.

PRESENT: The Chair (Councillor Baines)

Councillors Boldrin, Bolton, Charles, Hamilton and Ranson

Colin Sharpe, Deputy Director of Finance,
Leicester City Council

Strategic Director of Corporate Services
Democratic Services Officer (NC)

The Chair stated that the meeting would be recorded and the sound recording subsequently made available via the Council's website. He 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.

1. SCOPE DOCUMENT

Scope document noted.

2. UPDATE REGARDING MTFs AND CORPORATE PLAN

Considered a presentation by the Strategic Director of Corporate Services.

Summary of discussion:

- Further information provided about the financial situation suggested a greater level of financial challenge than previously projected. It was possible some services could be impacted but the Council would prioritise increasing efficiency, the digitalisation of services, transforming ways of working and increasing income sources first.
- in house skills would be utilised but where necessary the Council would acquire external expertise, ensuring that due diligence was carried out.
- streamlining of council processes could be required to enable the Council to act quickly. This could result in members scrutinising decisions retrospectively and scrutiny of performance of the property portfolio would be necessary.
- Commercial property with sitting tenants would be preferable, but new developments could also be considered. It was a balance between cost and return.

Members considered the Asset Register circulated by email prior to the meeting. It was noted that items in red were considered 'surplus' and either empty or available to sell. It was intended to review all assets in the Council and consider whether to retain, invest in or sell the asset; income received would support the commercialisation strategy.

3. INFORMATION FROM OTHER COUNCILS

The Deputy Director of Finance from Leicester City Council attended and provided the following responses to questions supplied prior to the meeting:

An overview of the Leicester City Council approach to commercialisation?

- not seen as a core business, delivery of key services was a priority.
- traditionally income generated where spare capacity was available, e.g. schools changing to academies, purchasing their services from the Council.
- not aiming to compete in the market with local providers by taking away jobs.
- focussed on sharing services with other councils and organisations, e.g. treasurer for the Fire Service, data centre for other councils.

What commercialisation projects have the Council embarked on in the last five years?

- Schools – provide professional services.
- Framework contracts – access for a fee.
- Training with other public sector services – procurement support.
- Local housing company – not fully progressed since the Government removed the borrowing cap on the HRA, council now providing new social housing through the HRA.
- Local energy supply – too complex to set up, partner with Robin Hood Energy through 'Fosse Energy' white label.
- Commercial property – portfolio included small/medium work spaces, property purchased in city centre over many years to support regeneration and employment. Considered swapping assets but challenging and little real benefit to be gained thus far.
- Local loan funding scheme to promote economic regeneration – limited uptake, competing with good market loan rates.
- Future considerations – enterprise zones, borrowing to fund infrastructure investment, but primarily to support regeneration strategy.

Have you undertaken any commercialisation projects that have failed and if so why?

- no, mindful of other council projects that had failed. Examples such as shared services projects struggling with austerity cuts, social care services linked to national minimum wage were challenging, local energy supplies were complex to set up, shopping centres were susceptible to national chains pulling out or seeking rent reductions.

What risk appetite does the council have for commercialisation?

- not significant appetite for commercially driven risk, would continue to progress current projects linking to overall Council strategies, interest in green energy investments by other councils, which may consider in the future.

What advice would you give Charnwood Borough Council?

- be clear on your objectives, appetite for risk and ability to sustain losses.
- deliver services with strategic objectives through commercialisation, for example property investments to improve strategic areas.
- be aware some projects will fail, balance the portfolio.
- avoid competing in a crowded market, learn from others.

- consider accounting implications, loan write down etc. do the research.

In response to questions from the Panel:

- be aware of taking on a project and what it then means if the Council cannot pursue.
- processes were in place to enable the City Council to make fast decisions, including a nominated officer and officer group. If a project seemed viable the Lead Member would be consulted. A cultural shift in staff was required.
- the Council considered investment from a strategic benefit viewpoint and how it matched its strategic objectives, and not for a purely commercial income stream.

4. LGIU LEARNING AND DEVELOPMENT SEMINAR

Considered a report by Councillor Bolton, who stated that the seminar had been worthwhile and had highlighted the wider scope of commercialisation. Two councils had been identified as potential witnesses for a future Panel meeting and had already been contacted for availability.

Report noted.

5. STAFF CONSULTATION FEEDBACK

Considered report of Democratic Services regarding staff consultation feedback.

Summary of discussion:

- some suggestions related to activities already in progress, such as the redevelopment of the Limehurst Depot and selling off garages, and other suggestions tended to relate to service issues and council objectives, rather than generating commercial income. It was important to feed back to officers after the consultation.
- the Council had sought staff views previously through the 'Big Ideas' initiative which had generated projects to be taken forward like charging for trade waste and the Charnwood Lottery. Officers had also visited other councils to review their strategy, and in consultation with the Cabinet Lead Member, had determined either not to compete with the private sector in a particular field or that the idea wasn't considered sufficiently profitable to proceed.
- it was unclear how previous ideas for generating commercial income had been assessed for their profitability and viability and what the rationale was for not progressing them. The information was available but not in a single formal document and staff availability to collate the information was limited.
- it was noted that although several commercial opportunities were being advanced, the shortfall in the next three years' MTFS required a significant income to address it and generating income by purchasing commercial property provided a quick and tried and tested way to do so.

6. EXEMPT INFORMATION

RESOLVED that members of the public be excluded from the meeting during the consideration of the following item on the grounds that it would involve the likely

disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 and it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The Democratic Services Officer stopped the sound recording of the meeting.

7. FEEDBACK FROM ASHFIELD DISTRICT COUNCIL

Considered exempt report of Councillor Boldrin.

Information noted.

8. ACTIONS / TIMETABLE FOR REVIEW

The Democratic Services Officer switched the recording on, and the meeting continued in public session.

It was agreed that information be considered at future meetings as follows:

Thursday 23rd January 2020

- Invite the Leader of the Council to attend
- Witnesses – invite representatives from North West Leicestershire and company Grant Thornton to attend
- To review ideas generated
- To consider recommendations for inclusion in the Panel's final report

Thursday 5th March 2020

- To consider the Panel's final report for submission to the Scrutiny Commission

It was noted that it was too early in the process to survey the residents of the Borough for ideas about commercialisation.

Actions agreed:

1. The Democratic Services Officer circulate the staff consultation feedback to relevant Heads of Service for their responses and report back to the Panel at its next meeting.
2. The Strategic Director provides the justifications for why the Council was focussing on commercial property as the preferred strategy, what opportunities were available in this field and a breakdown of the types of properties to be considered with potential returns, taking into account their square footage to the Panel at its next meeting.
3. The Chair of the Panel to consider if it was appropriate to meet with representatives from Rushcliffe Borough Council prior to the meeting on 23rd January 2020.

NOTES:

1. These minutes are subject to confirmation as a correct record at the next meeting of the Commercialisation Scrutiny Panel.

**COMMERCIALISATION SCRUTINY PANEL
21ST JANUARY 2020**

PRESENT: The Chair (Councillor Baines)

Councillors Boldrin, Bolton, Charles, Hamilton and Ranson

Associate Director of Grant Thornton UK
Executive Manager of Finance and Corporate Services
- RBC
Head of Legal and Commercial Services - NWL DC
Environmental Health Team Manager NWL DC

Strategic Director of Corporate Services (items 7 & 8)
Democratic Services Officer (NC)

APOLOGIES: none

The Chair stated that the meeting would be recorded and the sound recording subsequently made available via the Council's website. He 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.

9. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

No disclosures were made.

10. NOTES OF THE PREVIOUS MEETING

The notes of the previous meeting held on 28th November 2019 were confirmed as a true record.

The updated Scope Document was noted.

11. PRESENTATION BY GRANT THORNTON UK

Considered a presentation by the Associate Director of Grant Thornton UK. She explained that the information and case studies related to their company's research across the country, exploring what local authorities were doing by way of commercialisation and trading companies. She had considered the latest trends across the sector to provide inspiration and possible warning signs to consider when starting in commercialisation.

Summary of discussion:

- outsourced contracts arranged by local authorities during austerity in 2010 were not necessarily still efficient or fit for purpose. Local authorities could be more profitable by bringing services in-house if it also had the expertise and

- knowledge to manage the investment programme and maintain service delivery.
- if properties were purchased outside of the local authority's boundary it could be more challenging to re-purpose if it was running at a loss. If purchased within its boundaries, assets could also meet other strategic objectives of the Council.
 - depending on the type of company that was set up, it could take up to two years before benefits were accrued by a council. A mixed model including direct investment programmes and reviewing other council services for investment opportunities could make up the shortfall in the short term whilst also creating a trader company, if that was direction a council wished to go.
 - the size of local authority did not necessarily impact the success of a commercialisation venture or influence the type of model used. In Grant Thornton's experience, companies that it had helped create for smaller authorities tended to be more innovative in terms of improved service delivery and direct investment development.
 - Local authorities tended to be more risk averse and less agile than the private sector. Being less agile was more likely to impact the success of the commercialisation programmes. This was particularly highlighted by case study no. 3.
 - areas that local authorities tended to invest in were commercial development, social and private rental housing / building (particularly in London boroughs), warehouses, industrial and office space, hotels, shop centres. Combined authorities tended to invest in infrastructure.

12. PRESENTATION BY RUSHCLIFFE BOROUGH COUNCIL

Considered a presentation by the Executive Manager of Finance and Corporate Services from Rushcliffe Borough Council (RBC). He explained that the Council had been investing for over five years and could demonstrate the benefits and risks it had faced and provide advice from its experience. The key to investment was managing the risk and being proportionate to the size of the council.

Summary of discussion:

- RBC had invested in a number of properties within the local authority boundary but had also invested just outside its boundary for purely financial objectives. The assets outside the Borough had been chosen carefully to be within commuting distance and where the local market was well understood.
- changing the mindset of councillors and staff was key. Officers had attended courses to upskill and member development groups had been initiated with councillors. Members own private sector experiences could be utilised.
- its company, Streetwise Environmental Ltd, sold its service to other businesses. The main concern for members had been to ensure the service to the residents of the Borough was maintained.
- although Bingham Leisure Hub was not anticipated to provide significant returns, the benefit provided by the service to the local community was considered by the Council to be of priority.
- the structure to enable its commercialisation strategy to function had been agreed at Full Council, but a degree of trust was required in the decision

makers for individual asset purchases. A small team of six comprising three councillors and three senior officers approved the budget. Scrutiny occurred after the investment into its performance.

13. PRESENTATION BY NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

Considered a presentation by the Head of Legal and Commercial Services and the Environmental Health Team Manager from North West Leicestershire District Council. She explained that the Council's investment strategy had been adopted in 2018 and that it was at the beginning of its commercialisation journey, focussing on developing the right culture in the council before starting any commercial activity.

Summary of discussion:

- a more commercial outlook was being established by encouraging staff to take a collective responsibility for finances and reviewing how the organisation ran its business. It involved being more business-like in the day to day job, improving in-house commercial skills of staff through training and embedding commercial activity into team planning and the performance reporting process.
- the 'Think Tank' had been created to support development of the new mindset and to vet new ideas. A tool kit was utilised to assess potential opportunities, and it was important to understand that to fail quickly and efficiently was OK.
- work had been completed by Services to understand their business and to review fees and charges. Some costs were found to be accurate, and some were not, which resulted in opportunities for savings.

Councillor Ranson left the meeting at 7.25pm.

- The Council used a continuum of decision making to simplify assessing the decision and the risk and agility required. Some opportunities could be developed immediately whilst others required more project management.
- themed corporate branding was being implemented to emphasise the one council approach.

14. QUESTION SESSION WITH LEADER OF THE COUNCIL

The Leader of the Council attended and in response to questions submitted by the Panel prior to the meeting, he stated that:

- the majority of the Council's assets had been extensively analysed, but the Council's garages were currently under active review. Some of the re-investment reserve agreed by Cabinet in October had been used to employ a property skills consultant to investigate the Council's assets, its housing, and to provide commercial property advice, assisting the Council to understand the practicalities of purchasing and quick decision making.
- the Chief Executive had initiated the Council's transformation programme which would include service reviews, assessing silo working and implementing strategies to encourage the organisation to work together as one council. As part of this process, mapping exercises could be completed to show how processes link to the Councils strategic objectives.

- commercialisation was a way of thinking; how the Council operated internally, how councillors performed their roles, how the Council interacted with residents. Investments in commercial property had been identified as the most promising source of income to cover the shortfall left by the withdrawal of central government funding. Fees and charges would also be reviewed but charges would need to be appropriate and not compete significantly with private sector business.
- office or industrial property types with sitting tenants would be preferred as it was a proven method of generating income streams, but the Council was also considering solar farms, working with partners such as Loughborough University. Purchasing of businesses was perceived as riskier as the Council could lose their investment.

15. UPDATE ON COUNCIL'S COMMERCIALISATION STRATEGY

Considered a report of the Strategic Director of Corporate Services who stated that a report would be submitted to Cabinet in March to provide further detail regarding the commercialisation strategy and outline the process being followed.

Summary of discussion:

- the detail of why the Council had chosen to focus on commercial property and its criteria for assessing commercial opportunities as listed in the report were welcomed.
- a property skills consultant had been employed by the Council to look into commercialisation options such as the Limehurst depot and solar farms. External property expertise was also being sought. The need for increased resources (staff) would be monitored as the commercialisation project was progressing.
- the approach chosen by Rushcliffe Borough Council with respect to assessing property assets before purchase was useful and could be utilised by the Borough Council.

16. STAFF CONSULTATION - OFFICER FEEDBACK

Considered a report of Democratic Services regarding officer feedback to suggestions by the Council's Staff Forum. It was noted that part of the new property skills consultant's role would be to consider ideas such as those detailed in this report.

Summary of Discussion:

- The creation of a Housing Development Company had been agreed, but there were some issues with obtaining land.
- the database of assets was extensive and an asset review was being accelerated. Garage sites were being considered but as they were part of the HRA budget, which was relatively healthy, the priority to evaluate their status was lower.

The Panel considered different methods to encourage ideas from residents and staff and how to evaluate and feedback in an efficient way on these ideas once obtained. It

also suggested utilising the diversity of experiences of councillors to generate ideas to benefit the Council in its commercialisation strategy.

17. EXEMPT INFORMATION

RESOLVED that members of the public be excluded from the meeting during the consideration of the following item on the grounds that it would involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 and it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The Democratic Services Officer stopped the sound recording of the meeting.

18. COMMERCIALISATION STRATEGY AT NOTTINGHAM CITY COUNCIL

Considered exempt report of Councillor Baines.

Information noted.

19. ACTIONS / TIMETABLE FOR REVIEW

The Democratic Services Officer switched the recording on, and the meeting continued in public session.

It was agreed that information be considered at final meeting as follows:

Thursday 5th March 2020

- To consider the Panel's final report including recommendations for submission to the Scrutiny Commission.

Actions agreed:

1. that Panel members consider providing 4-6 draft recommendations to be then reduced to a smaller number of key recommendations for submission to the Scrutiny Commission;
2. that the Panel share ideas for recommendations to be submitted to the Scrutiny Commission by using an email contact group consisting of panel members;
3. that the Democratic Services Officer consult the relevant Head of Service regarding a review of garage sites and circulate the information if available, to the Panel;
4. that the presentation from Rushcliffe Borough Council including the Commercial Property Investment assessment matrix be circulated to the Strategic Director of Corporate Services for his consideration of use in Charnwood Borough Council;

5. that North West Leicestershire District Council be asked if its willing to share information regarding in-house commercialisation training courses with Charnwood Borough Council with a view of utilising the courses for Borough Council staff.

NOTES:

1. No reference may be made to these minutes at the Council meeting on 24th Febraury 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 Commercialisation Scrutiny Panel.

**COMMERCIALISATION SCRUTINY PANEL
5TH MARCH 2020**

PRESENT: The Chair (Councillor Baines)
Councillors Boldrin, Bolton, Hamilton and Ranson
Democratic Services Officer (NC)

APOLOGIES: Councillor Charles

This meeting would be recorded and the sound recording subsequently made available via the Council's website. 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.

20. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

No disclosures were made.

21. NOTES OF THE PREVIOUS MEETING

The notes of the previous meeting held on 21st January 2020 were confirmed as a true record subject to the correction of a typographical error on page 6 in the first bullet point of Notes: Febraury to be amended to February.

22. DRAFT PANEL REPORT AND RECOMMENDATIONS

Considered a draft report of the Scrutiny Panel compiled in consultation with the Chair of the Panel and proposed draft recommendations from Panel Members with a view to agreeing a final version for submission to the Scrutiny Commission. The Commission would be requested to recommend the Panel's report to the Cabinet at its meeting on 7th May 2020.

Summary of discussion:

- inclusion in the forward of the report the Panel's thanks to all those who acted as witnesses or had provided written evidence to assist the Panel with its deliberations.
- amendments to the key findings section of the draft report to reflect the Panel's observations.
- a detailed review of the draft recommendations from all Panel Members resulting in 16 recommendations and 4 observations proposed to be included in the final Panel report.
- whether the Council had focussed its commercialisation strategy heavily on commercial property investment and was risk averse.
- whether there had been insufficient investigation made into other commercialisation options and that the Council should consider property investment inside the borough.

- that the timings of the meetings of the Panel and the development of the Council's commercialisation strategy, as reflected in the report to be submitted to the Cabinet on 12th March had not been ideal, but the Panel considered it had influenced the Council's approach to commercialisation.

23. ACTIONS / TIMETABLE FOR REVIEW

Actions Agreed:

1. That the draft report of the Scrutiny Panel be amended in accordance with the comments and alterations made by the Panel during the meeting;
2. That the draft recommendations proposed by the Panel during the meeting be inserted into the draft report;
3. That following actions #1 and #2, the draft report be considered as final and circulated to the Panel for its last review before submission to the Scrutiny Commission;
4. That the final report as agreed by the Panel following action #3 is submitted to the Scrutiny Commission at its meeting on 6th April 2020;

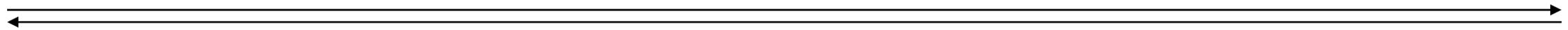
NOTES:

1. No reference may be made to these minutes at the Council meeting on 27th April 2020 unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on 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 Commercialisation Scrutiny Panel.

Decision making

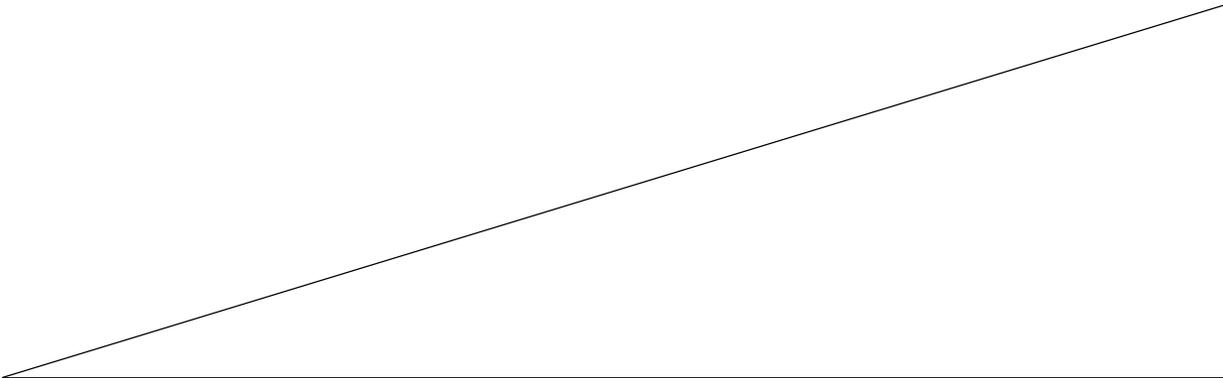
Ideas from all. Get on and do. Strong governance

Officer	Team Manager	Director / Head of Service	Think Tank Project Team	J2SS Board Chaired by Glyn Jones	Internal groups AMG Extended Leadership Team	CLT	Strategy Group	Cabinet or Council
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Continuum of decision making

- **Low value, low risk opportunities**
- **Efficiencies / service improvements**



- **High value**
- **High risk**
- **Political steer required**
- **Legal requirements around decision making**

(Slide from Commercial Strategy / Budget Launch – September 2018)

COMMERCIAL PROPERTY INVESTMENT STRATEGY ASSESSMENT MATRIX

To complete, highlight the applicable box and 50% of answers should be in Excellent, Good or Satisfactory - to be appraised alongside the contextual information in tab 2

PROPERTY	Property address				
PROPERTY TYPE	Office				
TENANT	XXXXX				
ASSESSMENT CRITERIA	Excellent / very good	Good	Satisfactory	Marginal	Uncertain
Tenancy strength	Multiple tenants with strong financial covenant	Single tenant with strong financial covenant	Single or multiple tenants with good financial covenant	Tenants with average financial covenant	Tenants with poor financial covenant strength
Lease length and break (for main tenants/income)	>15 years	11 - 15 years	10 - 8 years	7 - 5 years	<5 years or vacant (unless reflected in price)
Rate of Return - % rent against capital	>8%	7%-8%	5%-7%	3%-5%	<3%
Portfolio mix (asset type is balanced in portfolio - no more than x% of portfolio)	<50%	50%-60%	>60%-70%	70%-80%	>80% of portfolio
Property Sector & Risk	Industrial (lower risk)	Office (lower-mid risk)	Warehouse Retail (med risk)	Retail, Leisure (higher risk)	Residential (not part of investment strategy)
Void (after Lease end including marketing, fit out and rent free)	0-9 months	9-12 months	12-18 months	18-24 months	>24 months
Location	Prime	Not prime but in established location	Secondary	Remote from other developments	Isolated, undeveloped area, limited infrastructure links
Tenure	Freehold	Lease >200 years	Lease 100 - 199 years	Lease 75 - 99 years	Lease <75 years
Repairing terms links to Building quality	Full repairing & insuring	Internal repairing 100% recoverable	Internal repairing partially recoverable	Internal repairing non recoverable	Landlord
Building Quality/Age	<10 years	10-20 years	21-30	31-35	>35
Rental Growth	within 1 year	within 2-5 years	within 6-7 years	within 8-10 years	>11 years
Purchase Price	<£2m	Between £2m and £3m	Between £3m and £4m	Between £4m and £7m	>£7m
Proximity to Borough	within Borough	within Nottinghamshire	within East Midlands	within the Midlands	National
Energy Rating (2018 legislation can't let with F/G assessment)	A/B	C	D	E	F/G

SCRUTINY COMMISSION – 6TH JULY 2020

Report of the Head of Strategic Support

ITEM 11 SCRUTINY COMMISSION WORK PROGRAMME

Purpose of Report

To enable the Commission to review its own work programme, including considering the list of forthcoming Executive Key Decisions in order to schedule items for pre-decision scrutiny.

Work Programme

The Commission's current work programme is attached at Appendix 1. Currently the work programme consists of items concerned with the Commission's roles in overseeing the scrutiny function and undertaking pre-decision scrutiny.

At its meeting on 1st June 2020 the Commission resolved to temporarily revise the agenda for six months, until 30th November 2020, in response to the CfPS guidance on scrutiny during the Covid-19 pandemic. The Commission agreed to:

- Suspend all scrutiny panel work and scrutiny committees until November 2020,
- Concentrate on a single substantive item at each meeting to reflect the Council's recovery cells; Community, Economic and Organisational,
- Strengthen the relationship between scrutiny and audit,
- Promote the existing 'Questions under Scrutiny Committee Procedure 11.16' function in order to encourage participation from members of the public.
- Conduct pre-decision scrutiny in the usual way.

As a result of these resolutions, the Commission made the following changes to its Work Programme;

- i. The Commercialisation Scrutiny Panel report would be submitted to the meeting on 6th July 2020 as the Commission felt it would be beneficial to review this at this stage,
- ii. A review of the decision to suspend scrutiny panel work and scrutiny committees until November 2020 would be undertaken by the Commission in September or October 2020 in order to decide if the suspension could be lifted.
- iii. The Draft Annual Scrutiny Report 2019-20 would be deferred to the meeting of the Scrutiny Commission in November 2020.
- iv. An update on the Children and Families Wellbeing Service at Leicestershire County Council would be submitted to the Scrutiny Commission following the reinstatement of the Neighbourhoods and Community Wellbeing Scrutiny Committee.
- v. The Air Quality Review and Assessment 2019 would be deferred as it was considered that there was not currently a priority.

Key Decisions

To enable the Commission to be aware of the Key Decisions to be taken by the Cabinet over the coming months and to determine which, if any, of these items should be programmed for pre-decision scrutiny, details of forthcoming Exempt and Key Decisions to be taken by the Cabinet are attached as Appendix 2.

Items dated prior to this meeting have been removed from the Appendix to avoid confusion.

Appendices: Appendix 1 – Scrutiny Commission Work Programme

Appendix 2 – Notice of Key Decisions

Background Papers: None

Officer to Contact: Karen Widdowson
Democratic Services Manager
(01509) 634785
Karen.widdowson@charnwood.gov.uk

SCRUTINY COMMISSION WORK PROGRAMME TEMPORARILY REVISED UNTIL 30 NOVEMBER 2020
(Agreed Scrutiny Commission 1 June 2020, minute reference 6 2020/21)

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Scrutiny Commission	6 July 2020 (standard item)	Questions under Scrutiny Committee Procedure 11.16	In response to the CfPS guidance to scrutiny during the Covid-19 pandemic, this existing function will be promoted to encourage public participation.			Agreed Scrutiny Commission 1 June 2020, min ref 5 2020/21
Scrutiny Commission	6 July 2020 (standard item)	Recovery Cell Update	In response to CfPS guidance to scrutiny during the Covid-19 pandemic, one recovery cell will update at each meeting of the Scrutiny Commission (Community/Economic/Organisational)		Eileen Mallon/Simon Jackson/Helen Gretton	Agreed Scrutiny Commission 1 June 2020, min ref 5 2020/21
Scrutiny Commission	6 July 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 services.	K.Widdowson (report) Lead Officer (meeting)	Agreed by SMB 23 January 2019 (see minute 31.2) (supports recommendation of Budget Scrutiny Panel Jan 2019).

Scrutiny Commission Work Programme

Scrutiny Commission	6 July 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	6 July 2020	Pre-decision scrutiny – Enterprise Zone Update			Rob Mitchell	Deferred from the Cabinet meeting on 13th February 2020.
Scrutiny Commission	6 July 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
Scrutiny Commission	6 July 2020	Commercialisation Scrutiny Panel Report		A report of the Generating Commercial Income scrutiny panel to outline recommendations made by the panel.	Simon Jackson	Deferred from 6 April 2020 due to the cancellation of the Scrutiny Commission. Agreed Scrutiny Commission 1 June 2020 min ref 9 2020/21

Scrutiny Commission Work Programme

Scrutiny Commission	10 August 2020	Audit Committee Update	CfPS guidance to scrutiny during the Covid-19 pandemic recommends that the relationship between scrutiny and audit be strengthened. Following the Annual Council appointments this matter will be reviewed and a report			Agreed Scrutiny Commission 1 June 2020, min ref 5 2020/21
Scrutiny Commission	10 August 2020	EXEMPT - Review of Leisure Centre Agreement			Sylvia Wright/Rob Mitchell	Agreed Scrutiny Commission 1 June 2020 EXEMPT min ref 1 2020/21
Scrutiny Commission	September/October 2020	Review of Scrutiny Function Suspensions	To review the impact of the pandemic on scrutiny and to decide whether the suspension of panel work and directorate based committees should remain.			Agreed Scrutiny Commission 1 June 2020, min ref 5 2020/21
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 Work Programme

Scrutiny Commission	To be programmed	PROVISIONAL 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	November 2020 (Standing item)	Scrutiny Work Programme and Requests from Scrutiny Committees		<p>To review the Commission's Work Programme.</p> <p>To consider the Scrutiny Work Programme in its entirety to ensure the Commission's role in managing that programme is undertaken.</p> <p>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.</p>	<p>K.Widdowson (report)</p> <p>Lead Officer (meeting)</p>	
Scrutiny Commission	November 2020 (standing item)	Progress with Panel Work		To review progress with Scrutiny Panels.	K Widdowson	

Scrutiny Commission Work Programme

Scrutiny Commission	November 2020	Draft Annual Scrutiny Report 2019-20 (annual item – April)			Dem Services Manager	Agreed Scrutiny Commission 1 June 2020, min ref 12 2020/21
Scrutiny Commission	To be programmed	Children and Families Wellbeing Service Update	To provide an update of the service at Leicestershire County Council which was reviewed by the Neighbourhoods and Community Wellbeing Scrutiny Committee on 10 March 2020.			Agreed Scrutiny Commission 1 June 2020, min ref 10
Scrutiny Commission	To be programmed	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. Deferred from 1 June 2020 following consultation with Chair and Vice Chair. Chair and Vice Chair agreed further deferment.
Scrutiny Commission	January 2021 (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 Work Programme

Scrutiny Commission	February 2021 (annual item)	Corporate Delivery Plan 2021/22		<p>Consideration of draft plan to ensure scrutiny input.</p> <p>Plan due to be considered by and agreed by Cabinet in March 2021.</p>	Leader/ R.Mitchell/S. Kinder	<p><i>*Short timescale between committee and Cabinet consideration.</i></p>
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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.

Scrutiny panels currently suspended until 30 November 2020 (agreed Scrutiny Commission 1 June 2020, minute reference 5 2020/21).



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

**Published
3rd June 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?
Charnwood Approach to Economic, Community and Organisational Recovery in Response to Covid-19	To approve the approach to economic, community and organisational recovery following Covid-19 pandemic.	Cabinet	4th June 2020	Report	Yes	Rob Mitchell Chief Executive Tel: 01509 634600 chief.executive@charnwood.gov.uk
Leisure Centre Contract	To consider providing financial support to the Leisure Centre Contractor during the current Covid-19 pandemic to support ongoing hibernation.	Cabinet	4th June 2020	Report	No	Sylvia Wright Head of Leisure and Culture Tel: 01509 634658 sylvia.wright@charnwood.gov.uk
Free Parking Continuation Covid-19	To approve the continuation of free parking during Covid-19 restrictions until at least end June 2020, with subsequent review on a regular basis to extend as deemed necessary.	Officer Delegated Decision	8th June 2020	Delegated Decision Document	No. Delegated Decision Document will be publicly available.	Alan Twells Head of Regulatory Services Tel: 01509 634650 alan.twells@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	2nd July 2020	Report	No	Rob Mitchell Chief Executive Tel: 01509 634600 chief.executive@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
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

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 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
Public Space Protection Order (PSSPO) Loughborough Town Centre	To consider approval to extend the Public Space Protection Order for Loughborough Town Centre, following consultation.	Cabinet	17th September 2020	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Equality, Diversity and Inclusion Strategy 2020-2024	To approve/adopt a revised Equality, Diversity and Inclusion Strategy 2020-24.	Cabinet	17th September 2020	Report	Yes	Simon Jackson Strategic Director of Corporate Services Tel: 01509 634699 simon.jackson@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

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 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
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

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 2021-22	To seek approval to a Capital Strategy, Treasury Management Strategy Statement, Annual Investment Strategy and Minimum Revenue Provision Policy for 2021-22 and the annual report on the Prudential Code, for recommendation to Council.	Cabinet Council	February 2021 February 2021	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
2021-22 General Fund and HRA Revenue Budgets and Council Tax	To seek approval to the Revenue Budget, Capital Plan, Financial Plan for 2021-22 and to propose the Council Tax for approval by Council.	Cabinet Council	February 2021 February 2021	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 four (additional) of the Community Facilities Capital Grants and Community Development Grant Schemes for 2020/21.	Cabinet	March 2021	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet Council	March 2021 April 2021	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Annual Procurement Plan 2021/22	To seek approval to the Annual Procurement Plan for 2021/22.	Cabinet	March 2021	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	March 2021	Report	Yes	Peter Oliver Head of Landlord Services Tel: 01509 634952 peter.oliver@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?
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	March 2021	Report	Yes	Richard Bennett Head of Planning and Regeneration Tel: 01509 634763 richard.bennett@charnwood.gov.uk
Corporate Delivery Plan 2021/22	To set out the Council's principal activities in delivering the Corporate Strategy for the Council Year 2021/22.	Cabinet	March 2021	Report	Yes	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 one of the Community Facilities Capital Grants and Community Development Grant Schemes for 2021/22.	Cabinet	June 2021	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@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?
Leisure Centre Contract	To consider providing financial support to the Leisure Centre Contractor during the current Covid-19 pandemic to support ongoing hibernation.	Cabinet	4th June 2020	Report	No	Sylvia Wright Head of Leisure and Culture Tel: 01509 634658 sylvia.wright@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	2nd July 2020	Report	No	Rob Mitchell Chief Executive Tel: 01509 634600 chief.executive@charnwood.gov.uk

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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