



CABINET

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

All other members of the Council
(for information)

You are requested to attend the meeting of the Cabinet to be held in Virtual Meeting - Zoom on Thursday, 11th March 2021 at 6.00 pm for the following business.

Chief Executive

Southfields
Loughborough

26th February 2021

AGENDA

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

4 - 12

To approve the minutes of the previous meeting.

5. QUESTIONS UNDER CABINET PROCEDURE 10.7
- The deadline for questions is noon on Wednesday, 3rd March 2021.
6. ICT STRATEGY 2021-23 13 - 51
- A report of the Head of Customer Experience.
- Key Decision*
7. HOUSING CAPITAL PROGRAMME 2021-22 52 - 60
- A report of the Head of Landlord Services.
- Key Decision*
8. ANNUAL PROCUREMENT PLAN 2021-22 61 - 77
- A report of the Strategic Director; Commercial Development, Assets and Leisure.
- Key Decision*
9. CORPORATE DELIVERY PLAN 2021-22 78 - 102
- A report of the Chief Executive.
- Key Decision*
10. CHARNWOOD COMMUNITY GRANTS 103 - 151
- A report of the Head of Neighbourhood Services.
11. 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 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.
12. LEISURE CENTRES
- An exempt report of the Head of Leisure and Culture circulated to members.
- Notification was given on 10th February 2021 that the public could potentially be excluded during this item since exempt or confidential information could be considered. No representations regarding considering this item in exempt session have been received.
- Key Decision*

CABINET 11TH FEBRUARY 2021

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

Councillor Hadji-Nikolaou
Councillor Seaton
T. Edwardes

Chief Executive
Strategic Director; Environmental and Corporate
Services
Head of Strategic Support
Strategic Director; Community, Planning and
Housing
Strategic Director; Commercial Development,
Assets and Leisure
Head of Financial Services
Head of Landlord Services
Organisational Development Manager
Democratic Services Manager
Democratic Services Officer (LS)

APOLOGIES: None

The Leader stated that this meeting would be livestreamed and recorded and the recording subsequently made available via the Council's website. He also advised that, under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, other people may film, record, tweet or blog from this meeting, and the use of any such images or sound recordings was not under the Council's control.

80. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

No disclosures were made.

81. LEADER'S ANNOUNCEMENTS

No announcements were made.

82. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 14th January 2021 were confirmed as a correct record.

83. QUESTIONS UNDER CABINET PROCEDURE 10.7

No questions had been submitted.

84. **BUDGET SCRUTINY PANEL**

Considered, a report of the Head of Strategic Support to consider the recommendations of the Budget Scrutiny Panel following its scrutiny of the Council's draft budget for 2021/22 (item 6 on the agenda filed with these minutes).

Councillor Hadji-Nikolaou, Chair of the Budget Scrutiny Panel, presented the recommendations of the Panel.

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

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

RESOLVED

1. that in respect of Panel Recommendation 1, in order to better reflect true asset performance, reports are submitted to the Audit Committee and/or Scrutiny Commission on a quarterly basis, after the quarter days where rent payments are made;
2. that in respect of Panel Recommendation 2, the suggestion has been noted;
3. that in respect of Panel Recommendation 3, the comment has been noted;
4. that in respect of Panel Recommendation 4, the comment has been noted;
5. that in respect of Panel Recommendation 5, Scrutiny Commission consider maintaining a record of savings made directly as a result of scrutiny work;
6. that in respect of Panel Recommendation 6, the marketing strategy, service plan and communications strategy are prepared before the new financial year and to support the hard launch of the new service;
7. that in respect of Panel Recommendation 7, additional detail will be provided where appropriate;
8. that in respect of Panel Recommendation 8, the issue of continuity in the Budget Scrutiny Panel membership is considered by the Scrutiny Commission.

Reason

- 1-8. To acknowledge the work undertaken by and the views of the Budget Scrutiny Panel and to ensure implementation of scrutiny recommendations where agreed by the Cabinet.

85. 2021-22 GENERAL FUND AND HRA REVENUE BUDGETS AND COUNCIL TAX AND MTFS 2021-24

Considered, a report of the Head of Financial Services setting out the 2021-22 General Fund and HRA Revenue Budgets and Council Tax and Medium-Term Financial Strategy (MTFS) 2021-24, for recommendation to Council (item 7 on the agenda filed with these minutes).

The Strategic Director; Environmental and Corporate Services and the Head of Financial Services assisted with consideration of the report.

RESOLVED that Council be recommended:

1. to approve the Original General Fund Revenue Budget for 2021/22 at £17,919,418 as set out in Appendix A1 to the report;
2. to set a base Council Tax at £131.08 at Band D, an increase of £4.45 on the 2020/21 rate as set out in Appendix A2 to the report;
3. to set the Loughborough Special Levy at £77.98, a 1.99% increase on 2020/21 rate, as set out in Appendix A3 to the report and to approve the following savings and pressures:
 - Loughborough Community Grant - £13.5k ongoing saving;
 - Biggin Street toilet amalgamation with Town Centre toilet - £4.6k ongoing saving;
 - Management of Open Spaces Contract - £1.3k ongoing saving (apportionment);
 - Street Trading consent license - Loss of income £10.8k one off pressure;
 - Carillion - Loss of income £3k one off pressure;
4. to approve the Original HRA Budget for 2021/22 as set out in Appendix A5 to the report;
5. to amend the HRA weekly rents in line with the Ministry of Housing, Communities and Local Government (MHCLG) guidance;
6. to amend the non-HRA dwelling properties in line with the Ministry of Housing, Communities and Local Government (MHCLG) guidance;
7. to approve the HRA service charges in accordance with the MHCLG Guidance;
8. to approve that the shop rents retain their current rents in accordance with an assessment by the Valuation Office;
9. to approve that garage rents retain their current rents in accordance with an assessment by the Valuation Office;
10. to approve that the Leasehold Management and Administration charge increases to £131.94 per annum Leasehold flats, and £130.45 for Leasehold shops;

11. that the Lifeline weekly charge is increased in line with MHCLG Guidance;
12. to determine that the basic amount of Council Tax for 2021/22 is not excessive according to the principles set out by the Secretary of State;
13. to give delegated authority to the S151 Officer, in conjunction with the Cabinet Lead Member for Finance, to amend this report for Council in line with the final settlement and updated NNDR figures;
14. to note the Medium-Term Financial Strategy 2021-24 as set out at Appendix B to the report.

Reasons

1. So that the necessary finance is approved to carry out services in 2021/22.
2. So that the Council Tax can be set in accordance with legal and statutory requirements.
3. So that a Loughborough Special Levy can be set in accordance with legal and statutory requirements.
4. To ensure sufficient funding for the Housing Revenue Account in 2021/22.
5. To comply with social housing rents guidance.
6. To be consistent with the other council house stock.
7. To ensure the correct alignment of costs and service charges for tenants in accordance with best practice.
8. So that shop rents follow the assessment and guidance provided by the Valuation Office.
9. To increase the rent generated for garages in line with the guidance from the Valuation Office.
10. So that there is sufficient recovery of the costs associated with operating the leasehold flat and shop services.
11. So that there is sufficient recovery of the costs associated with operating the Lifeline service.
12. To comply with the requirements of the Local Government Finance Act 1992.
13. To update the budget report in line with final settlement figures once these are received.

14. To inform members of the future financial outlook for the Council.

86. CAPITAL STRATEGY, TREASURY MANAGEMENT STRATEGY STATEMENT, MINIMUM REVENUE PROVISION POLICY AND ANNUAL INVESTMENT STRATEGY 2021-22

Considered, a report of the Head of Financial Services setting out the Capital Strategy, Treasury Management Strategy Statement, Minimum Revenue Provision Policy and Annual Investment Strategy for 2021-22, for recommendation to Council (item 8 on the agenda filed with these minutes).

The Strategic Director; Environmental and Corporate Services and the Head of Financial Services assisted with consideration of the report. Reference was made to consideration of the report by the Audit Committee at its meeting on 9th February 2021, in particular that (i) a minor correction would need to be made to the Treasury Management Strategy Statement prior to submission to Council and (ii) an additional recommendation was made to this Cabinet meeting as a result of a concern expressed by the Committee as follows:

Correction:

Agenda page 124, 2nd paragraph, wording "*which is subject to approval by Council 9 November 2020*" be corrected to read "*which was approved by Council 9 November 2020*".

Additional recommendation:

4. That the Audit Committee's concern about the removal of the measurement criteria relating to future investment in Commercial Property be noted.

Reason

4. To ensure Cabinet is aware of the removal of these criteria, and that if they are reinstated at any point in the future a formal approval process will be required, which should involve the Audit Committee.

RESOLVED

1. that the Capital Strategy, as set out at Appendix A of the report, be approved and **recommended to Council**;
2. that the Treasury Management Strategy Statement, Annual Investment Strategy and Minimum Revenue Provision Policy, as shown at Appendix B of the report and corrected above, be approved and **recommended to Council**;
3. that the Prudential and Treasury Indicators, also set out in Appendix B of the report, be approved and **recommended to Council**.
4. that the Audit Committee's concern about the removal of the measurement criteria relating to future investment in Commercial Property be noted.

Reasons

1. To enable the Council to comply with the statutory code of practice issued by CIPFA: 'The Prudential Code for Capital Finance in Local Authorities, 2017 Edition'.
2. To ensure that the Council's governance and management procedures for Treasury Management reflect best practice and comply with the CIPFA Treasury Management in the Public Services Code of Practice, Guidance Notes and Treasury Management Policy Statement.
3. To ensure that funding of capital expenditure is taken within the totality of the Council's financial position and that borrowing and investment is only carried out with proper regard to the Prudential Code for Capital Finance in Local Authorities.
4. To ensure Cabinet is aware of the removal of these criteria, and that if they are reinstated at any point in the future a formal approval process will be required, which should involve the Audit Committee.

87. STRATEGIC RISK REGISTER 2021/22

Considered, a report of the Strategic Director; Environmental and Corporate Services setting out an updated Strategic Risk Register (item 9 on the agenda filed with these minutes).

The Strategic Director; Environmental and Corporate Services and the Organisational Development Manager assisted with consideration of the report.

RESOLVED

1. that the draft Strategic Risk Register for 2021/22 as set out in the Appendix to the report is adopted, and that the Audit Committee monitor progress against those risks on the register by receiving quarterly monitoring reports;
2. that the draft COVID-19 Risk Register as set out in the Appendix to the report is adopted, and that the Audit Committee monitor progress by receiving quarterly monitoring reports;
3. that authority is delegated to the Strategic Director; Environmental and Corporate Services to make amendments to the risk register where required, in consultation with the relevant risk owner and Cabinet Lead Member.

Reasons

1. To ensure that the most significant risks to the Council achieving its objectives are identified and actively managed.

2. To ensure that the most significant risks to the Council regarding the response to COVID-19 are identified and actively managed.
3. To ensure that the Strategic Risk Register is kept up to date and relevant.

88. RIPA (REGULATION OF INVESTIGATORY POWERS ACT) POLICY

Considered, a report of the Head of Strategic Support setting out a Regulation of Investigatory Powers Act (RIPA) Policy and a summary of the use of RIPA during 2020 (item 10 on the agenda filed with these minutes).

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

RESOLVED

1. that it be noted that there has been no use of RIPA by the Council during the calendar year 2020;
2. that the Audit Committee be requested to continue its responsibility for receiving a quarterly report on the use of RIPA, and to report to Cabinet any concerns arising from those reports that may indicate that the use of RIPA is not consistent with the Policy or that the Policy may not be fit for purpose;
3. that the RIPA Policy Statement 2021, attached as an appendix to the report, be approved.

Reasons

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

89. URGENT DECISIONS TAKEN

Considered, a report of the Chief Executive setting out an action taken by the Chief Executive and/or Strategic Directors and Heads of Service under urgency provisions (item 11 on the agenda filed with these minutes).

The Democratic Services Manager assisted with consideration of the report.

RESOLVED that the action taken by the Chief Executive and/or Strategic Directors and Heads of Service under urgency provisions, as set out in the report, be noted.

Reason

To ensure that the action has been reported to the Cabinet in accordance with the requirements of the Council's Constitution.

90. 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 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.

The Democratic Services Manager confirmed that the meeting was no longer being livestreamed.

91. FUTURE ARRANGEMENTS FOR THE DELIVERY OF PLANNED WORKS, VOIDS AND ASSOCIATED WORKS

Considered, an exempt report of the Head of Landlord Services regarding future arrangements for the delivery of planned works, voids and associated works (item 13 on the agenda filed with these minutes).

Councillor Seaton, Chair of the Scrutiny Commission, presented an exempt report setting out the Commission's pre-decision scrutiny of the matter and recommendation (copy filed with these minutes). The Scrutiny Commission was thanked for its pre-decision scrutiny of the matter.

T. Edwardes, Chair of the Housing Management Advisory Board, presented verbally the views of the Board, summarised in the exempt minute (Cabinet Minute 91E 2020/21). The Board was thanked for its work in considering the matter.

The Strategic Director; Community, Planning and Housing and the Head of Landlord Services assisted with consideration of the report.

RESOLVED

1. that decisions be made as detailed in the exempt minute (Cabinet Minute 91E 2020/21);
2. that the exempt report of the Scrutiny Commission and the verbal report of the Chair of the Housing Management Advisory Board be noted.

Reasons

1. As set out in the exempt minute (Cabinet Minute 91E 2020/21).

2. To acknowledge the work undertaken by and the views of the Scrutiny Commission and the Housing Management Advisory Board.

NOTES:

1. The decisions in these minutes not in the form of recommendations to Council will come into effect at noon on Friday, 19th February 2021 unless called in under Scrutiny Committee Procedure Rule 11.7. Decisions in the form of recommendations to Council are not subject to call in.
2. No reference may be made to these minutes at the 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 Friday, 19th February 2021.
3. These minutes are subject to confirmation as a correct record at the next meeting of the Cabinet.

CABINET - 11TH MARCH 2021

Report of the Head of Customer Experience Lead Member: Councillor Roy Rollings

Part A

ITEM 6 INFORMATION AND COMMUNICATION TECHNOLOGY STRATEGY 2021 - 2023

Purpose of Report

This report presents the proposed Information and Communication Technology (ICT) Strategy for the period 2021-2023.

Recommendation

That the ICT Strategy 2021-2023, attached as an Appendix, be approved.

Reason

To identify the priorities against which the Council will seek to maintain and enhance its ICT capabilities over the period 2021-2023.

Policy Justification and Previous Decisions

The Council's previous ICT strategy expires on 31st March 2021, this new strategy leads on from its predecessor to ensure continuity in the development and investment of our ICT services. Whilst there is no statutory requirement for the publication of an ICT strategy it is seen as good practice. This reflects that ICT is a key element within the Council's existing service delivery mechanisms and a major enabler in delivering significant aspects of the current Corporate Strategy (2020 – 2024).

Specifically, Theme 4, 'Your Council' of the 2020 – 2024 Corporate Strategy references delivering a range of effective, efficient, and flexible digital services to meet our customer needs.

In addition, in our Strategic Direction document (2020-24) it is set out under the 'Our People' section that we will 'provide our employees with the systems and equipment they need to deliver outstanding, effective and efficient service'

Implementation Timetable including Future Decisions and Scrutiny

The strategy will be implemented over the financial years 2021 to 2023. The development of the roadmap and required actions is currently being developed.

Report Implications

The following implications have been identified for this report.

Financial Implications

There are potential no additional financial implications from the Strategy itself. However, actions arising from the implementation of the Strategy will wherever possible be financed from within existing budgets or, where funding is required from capital reserves or the Reinvestment Reserve, which will be subject to separate decision-making processes and approvals in line with financial procedures

Risk Management

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

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
Failure to meet identified actions if resources and cross-council service engagement is not achieved	Likely (3)	Serious (3)	Moderate (9)	Senior Officer involvement in the implementation of the Strategy through: <ul style="list-style-type: none"> • SWaP Board, made up of Senior Officers considering a wide range of projects across the Council • Implementation will be considered in line with other Strategies such as the People Strategy and the Transformation Programme

Key Decision:

No

Background Papers:

None

Officers to contact:

Aymen Khan
ICT Manager
01509 634540
aymen.khan@charnwood.gov.uk

Karey Barnshaw
Head of Customer Experience
01509 634923
karey.barnshaw@charnwood.gov.uk

Simon Jackson
Strategic Director of Corporate Services
01509 634699
simon.jackson@charnwood.gov.uk

Part B

Background

1. Information and Communications Technology is integral to the way that the Council delivers its services. The strategy sets out how the Council intends to develop its Information and Communications Technology (ICT) over the next three years. The role of ICT is essential to the delivery of all of the Council services, both in enabling ongoing day to day business processes and in supporting strategic change, particularly in the drive to 'digitise' services
2. Charnwood is likely to witness significant challenges and changes in the next three years. The COVID-19 Pandemic has had a significant impact on service delivery and future planning. There will be increasing financial pressure with the ongoing funding reduction from Government. Further pressure will come from changing population and changes in legislation. The shape and size of the Council is likely to change and increase but the need to provide high quality services to our residents will remain. With these new challenges will come new opportunities to use ICT to enable the Council to achieve efficiencies while maintaining and improving service delivery standards.
3. ICT will be a key contributor to achieving the corporate vision of being an Enterprising Council and keeping pace with residents changing needs and expectations. ICT is no longer just a support service; it has become a critical service. If it is unavailable, the organisation cannot operate. It has the ability to transform the way services are organised and delivered. It has a fundamental role to play in improving efficiency, reducing cost across the organisation, exploiting income generating opportunities and improving the customer experience.
4. Aligned to the corporate strategies of the Council and the national ICT agenda, this document sets out the vision and outcome the Council wishes to achieve in relation to its use of ICT. Inevitably, some of the content of the Strategy is somewhat technical in nature but it does aim to show its potential impact on the Council's customers, partners, and staff.
5. The ICT Strategy is presented as Appendix A and the Equality Impact Assessment is Appendix B to this report.

Charnwood Borough Council

ICT Strategy

2021 – 2023

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Foreword

The importance of Information and Communication Technology (ICT) has never been felt more than over the past 12 months. The world has changed at an extraordinary pace and the Council's ability to adapt largely centres on the ICT infrastructure in place to enable remote working. Previous ICT strategies meant the Council was well placed to move rapidly to a home working model with very limited face to face interactions.



ICT presents opportunities to deliver services in a more efficient way whilst maintaining excellent customer service. Transformation is vital and this strategy evidences this Council's commitment to be a forward thinking, proactive and customer focused organisation. The benefits are not just felt by customers, but by staff and others that engage with the Council. Our ability to be accessible 24/7 is only possible with suitable investment in ICT. In addition to this, ICT further allows us to take strides towards this Council's commitment to be carbon neutral by 2030.

The COVID-19 Pandemic has seen a clear shift in the way customers wish to engage with the Council. Our online presence is critical to capturing this shift and ensuring we are available when customers need us. In addition to this the back-office functions and case management systems are critical tools for staff in their day to day roles delivering vital services for our customers.

Changes in legislation have also seen a shift to online Council meetings and this strategy recognises the additional work and support that is necessary to enable remote participation in local democracy.

This strategy is in parts technical in nature, but the overall message is clear. This Council is committed to investing in ICT and recognises the importance of ICT in its overall ambition to transform the way services are delivered. Huge steps have already been taken but there is much more to come.

Cllr. Roy Rollings

Lead Member for Transformation

1 Introduction

The strategy sets out how the Council intends to develop its Information and Communications Technology (ICT) over the next three years. The role of ICT is essential to the delivery of all of the Council services, both in enabling ongoing day to day business processes and in supporting strategic change, particularly in the drive to 'digitise' services

Charnwood is likely to witness significant challenges and changes in the next three years. The COVID-19 Pandemic has had a significant impact on service delivery and future planning. There will be increasing financial pressure with the ongoing funding reduction from Government. Further pressure will come from changing population and changes in legislation. The shape and size of the Council is likely to change and increase but the need to provide high quality services to our residents will remain. With these new challenges will come new opportunities to use ICT to enable the Council to achieve efficiencies while maintaining and improving service delivery standards.

ICT will be a key contributor to achieving the corporate vision of being an Enterprising Council and keeping pace with residents changing needs and expectations. ICT is no longer just a support service; it has become a critical service. If it is unavailable, the organisation cannot operate. It has the ability to transform the way services are organised and delivered. It has a fundamental role to play in improving efficiency, reducing cost across the organisation, exploiting income generating opportunities and improving the customer experience.

Aligned to the corporate strategies of the Council and the national ICT agenda, this document sets out the vision and outcome the Council wishes to achieve in relation to its use of ICT. The key aims of the ICT Strategy include;

- Enabling digital services and transformation through channel shift, automation, online and self-service, and the Application strategy for supporting the Digital agenda
- Continuing to work with services and partners to improve ICT processes and technologies
- Developing a modern cloud-based hybrid architecture which will enable an efficient ICT operation and supporting the new ways of working
- Supporting and complying with Robust security and governance arrangements

The document also addresses how the key risks such as Cyber security will be managed and the need for effectively resourcing the delivery for the actions identified in the strategy.

2 Current Position

The Council has a customer focused and adaptive in-house ICT function with supporting third party contracts for key parts of the infrastructure. The scope of the ICT service includes the delivery and maintenance of hardware, software, telephones and printing which is provided to all Charnwood staff and partners such as Harborough District Council (under the Shared Services Contact Centre), North West Leicestershire District Council (under agreed Shared Services), Leicestershire County Council (for HR) and Capita Revenue and Benefits service (for Printing and Telephones).

The service meets and exceeds Performance Indicators for Customer Satisfaction (an average of 6.8 out of 7 since January 2020 has been achieved – 7 is classed as an Excellent Service) and resolution of calls within the agreed time period has been 90%. The Performance measurements are based on SOCITM indicators.

Looking back - what has been delivered;

- Migrating Services/Users from Windows 7 and onto Windows 10/Office 365
- Virtual Infrastructure in place for both Desktops (VDI system) and Servers
- Annual compliance with PSN and the outcomes of the IT Health Check
- Implementation of a Cloud based SIP Telephony system supporting Back office users and the Shared Service Contact Centre
- Supporting Field working solutions in Housing for Operatives and Wardens
- Improving Business Continuity arrangements – offsite backup in place with Leicester City Council and improving onsite Power consumption and backup arrangements
- Improved Governance arrangements; IT Steering Group, User Group and SLA's developed with each HoS defining usage, expectations, and future ICT plans
- Corporate Rollout of MS Teams for Staff and Zoom for Public meetings
- Enabling all users to be able to work remotely at the start of the Pandemic

In March 2020, COVID 19 had a sharp impact on users relying heavily on ICT services. All users were setup to work remotely at the start of the pandemic, which had an unanticipated funding increase for remote working equipment and supporting systems. The service also experienced a continued 30% increase of support calls relating to accessing equipment and/or applications and saw a rapid surge in usage of systems such as Office 365, Teams and Zoom (for Video conferencing), including the need to hold online public Council meetings.

As we move into the 'New Normal' way of working, the impact on ICT in the medium term is relatively low as the ICT foundation blocks for remote working are in place. ICT has proven to be even more critical to supporting and delivering Council services. Moving forward this presents new opportunities and a step change in how ICT services should be delivered with focus being on Cloud based solutions (to primarily support remote workers) and the acceleration of Digital/Self Service technology which will also bolster automation and innovation.

This also brings a stronger focus to areas such as Cyber Security, Business Continuity (as not all users and systems are accessed from a single location) and Information Security as we anticipate a more complex landscape for users working and managing data remotely.

As we work towards the strategic aims covered in the document, key projects in development (January 2021), include;

- Migration and increasing use of the O365 environment - with the exception of a couple of areas due to legacy applications, the O365 migration programme was completed in December 2020. The second phase of making better of the O365 tools commenced in January 2021.
- New development approach for using the O365 development tools which includes an amalgamation of migrating legacy applications into the O365 development platform
- Implementing a single unified remote connection solution to enable access to back office applications more effectively
- Cloud migration; defining the scope, approach and implementation plan for delivering a modern ICT architecture (further details are covered in [Section 6.3](#))
- Implementation of the single system for Planning Services, Environment Health, Strategic and Private Sector Housing and Land charges which replaces three existing back office applications
- Hybrid meeting rooms; the hybrid setup will allow multiple users onsite (using the meeting rooms) to safely and securely have a meeting with other users also joining by video conference using either Zoom or Teams. The mixed approach of onsite and remote access has been identified as a benefit for Council meetings such as Cabinet, Full Council, etc

Summary of the key challenges facing ICT;

- Increasing financial pressures - with the ongoing reduction of the general Government funding, the authority will have fewer financial resources and the need to make cost savings
- Supporting the organisation to implement priorities which are reactive or unplanned by ICT
- the requirement to review, develop and in certain areas replace systems to provide online services and improved functionality to meeting meet customer expectation and the Transformation/Digital agenda
- End users and Services focussed on current practices which are dependent on email, printing, manual processes, data creation and maintenance suited on individuals or reactive goals instead of working collaboratively to meeting the outcomes of the customer
- Users have to currently use multiple environments (O365, VDI, etc) in order to access the required applications
- Dual running of Infrastructure as we migrate systems onto the Cloud setup in the next 12 months whilst retaining a production onsite environment
- Data Retention is not in place for all systems which can lead to duplicated, conflicted, and outdated data – this in turn impacts on service delivery, Freedom of information and GDPR.
- Continued and increasing dependency on ICT (almost 24/7) and the end user expectation to have increased working hours Service Desk support and access to systems from any device and any location
- To secure and protect devices and data from the continual threat of Cybercrime which is more prevalent in the current remote working environment

In order to address the key challenges, a future approach needs to;

Demonstrate value for money	<p>Key areas include;</p> <ul style="list-style-type: none"> • Demonstrating a measurement for ROI for new IT developments • Reviewing and improving the current spend on systems/applications • Aligning the investment for future upgrades and projects – 12-month plan?
Include, Digital by Choice	<p>Supporting the objectives of the future Transformation Programme by enabling and developing solutions that will add value and be easy for customers to use. In addition to online services, this will also support services that are accessed face to face or by phone.</p>
Continuously improve the delivery of IT Services	<p>The ICT service is accountable to its customers and aims to improve service delivery by;</p> <ul style="list-style-type: none"> • continuing to achieve high levels of customer satisfaction. • communication; keeping services and management informed of current performance and developments. • Providing an effective IT Service Desk which adds value and allows customers to contact us in a variety of ways. • Providing Innovative and Agile solutions; working with services, partners, and suppliers to deliver ICT solutions that are quick, secure and can transform service delivery.
Support Flexible and Agile working	<p>Support the objectives and delivery of the People Strategy, in key areas such as remote working. This will also include supporting the future onsite accommodation which is currently under review and may include co-location (sharing accommodation space).</p>
Availability – anytime, anyplace, anywhere	<p>Staff have the equipment, systems, and facilities to work efficiently and securely access council systems from any location, at any time, using any chosen device.</p>

Technology is one of the key components of change, it can only deliver expected organisation benefits and savings in conjunction with;

- Business processes that are efficient and fit for purpose
- Adoption of new ways of working by end users (which includes employees and customers)
- Commitment from Senior management and the organisation to deliver the agreed actions

The ICT, Digital Transformation, Customer Service and People strategies and approach therefore must be aligned in order to deliver the required outcomes

3 ICT Vision, Aims and Values;

Vision Statement

To support and underpin the aims and aspirations of the Council, it's residents and businesses by enabling digital services and improving ICT processes that will drive innovation, transformation, and efficiencies by working with users, services, and partners

Aims

- Enabling digital services, transformation and supporting business systems – through channel shift, automation, online and self-service
- Working with services and partners to improve ICT processes and technologies
- Modern architecture enabling efficient ICT operation and supporting the new ways of working
- Robust security and governance arrangements

Values

Our Values are;

- a strong, caring focus on the needs of communities
- continuous improvement and delivering value for money
- valuing employees and enabling the active involvement of everyone
- innovation and readiness for change
- Integrity and professional competence

The ICT Strategy is an essential aspect in assisting the Council in achieving its vision.

4 Overarching technology principles

Add Value and Innovation	Where investments are made, it will yield demonstrable benefit to the organisation and our residents Innovation; embrace the latest technology and opportunities to deliver real improvements and change
Digital by Choice	Develop or implement systems that are 'so good that users would prefer to use them'.

	Design and deliver joined -up, end to end services
Focus on Customer outcomes	Engage/inform the customer from project inception to completion Use the Agile methodology, which focuses of users, provides transparency, and allows for incremental change
Improve Information, Assets and Data	Use data and information to improve services (Business Intelligence) Look at the big picture – how does it fit into the organisation and technically within the systems architecture Do not develop or procure systems in isolation.
Cloud First	Where possible, practical, and financially viable, cloud solutions will be implemented. This will allow us to take advantage of greater accommodation benefits, technical resources, scalability, and resilience.
Secure by Design	Data and information security will be at the heart of everything we do along with our ever evolving and advancing strategies and activities to protect us from cyber threats.
Keep it simple	Understand the requirements. Challenge unnecessary complication and intricacy. Ensure return on investment and don't implement intricate technology to deliver infrequent processes or low-complexity cases.

5 How does it all hang together - links to other Strategies and Policies.

5.1 Corporate documents.

Corporate Strategy (2020 – 2024)

The Corporate Strategy sets out the Council's main strategic priorities over the next four years. There are four key themes within the strategy:

1. Caring for the environment
2. Healthy communities
3. A thriving economy
4. Your council

The development of IT services will be a critical enabler across all departments to help the Council to achieve its aims under each of these priorities, from becoming a carbon neutral organisation by 2030 helping tackle climate change to building our digital services using technology that will help us be more effective, efficient and flexible to meet customers' needs.

We recognise there are financial challenges ahead for local government and we will use them as an opportunity to transform into a more efficient, effective, and innovative organisation.

We will use a variety of technology to support current and future collaborations with partners, in both the public and private sector, to bring improvements to our services and the borough of Charnwood.

Strategic Direction (2020-2024)

The Strategic Direction document accompanies the Corporate Strategy 2020-24 and sets out the key operating principles the Council will adopt to achieve its objectives and deliver outstanding services for residents. It identifies the Council's ambition to be one of the most effective, efficient, and influential Councils in the Country

The document also sets out challenges to be addressed in the delivery of the Corporate Strategy including the COVID 19 pandemic, a reduction in funding and increasing costs, increasing demand for council services, climate change and rapid changes in technology

The Strategic Direction document identifies how the Council will operate in a number of key areas. The four areas that are most relevant to the ICT Strategy are.

1. The Council - We will:
 - become a leaner, more streamlined organisation which delivers positive outcomes and achieves excellent value for money
 - increasingly work together across teams and services and with partners to achieve outcome
2. Customer service – We will:
 - maintain a focus on customer experience and put the customer at the centre of our thinking
 - increase the number of online services so customers can access them 24/7
3. Our people - We will:
 - create an agile and flexible workforce which is focused on improving the lives of residents and achieving outcomes
 - provide our employees with the systems and equipment they need to deliver outstanding, effective, and efficient service
4. Transformation and Efficiency – We will:
 - review all services to make them more efficient and effective
 - work with partners to deliver innovative solutions to the challenges and opportunities ahead
 - maximise the use of technology to make the Council a more streamlined, efficient, and effective organisation
 - invest in transformation to achieve measurable outcomes such as service delivery or savings

Customer Service Strategy (2021 – 2024)

The Customer Service Strategy sets out the Council's approach to how it will enable customers to access our services as well as the service standards they can expect when dealing with the Council. The Council will take a 'digital by preference' approach, optimising online services making them the channel of choice for most of our customers. This will require the support of

ICS in the development of innovative and intuitive easy to use online forms, as such these requirements have been considered in the development of the ICS Strategy.

People Strategy (2021 –2024)

The newly developed People Strategy and specifically the Agile Working Policy have been considered in the development of the ICT Strategy to ensure alignment and synergies are recognised and acknowledged ensuring both strategies support the delivery of the aims. The Agile Working Policy relies of the use of modern technologies such as Office 365 and Cloud based technologies as such these requirements have been considered and included within the development of the ICT Strategy.

5.2 National Picture

The [Government's IT Strategy](#) approach to technology is to provide better public services for less costs through disaggregating, re-using, optimising, sharing and modernising technology, with the aim of improving productivity, efficiency, reducing waste and the likelihood of project failure. The strategy is based on three separate sub-stands;

- [Greening Government ICT](#); this sub section outlines the Government's commitment to reducing carbon and cost, increasing resilience, responsibility, accountability, transparency, and collaboration by engaging with suppliers, proactively reducing greenhouse gas emissions, and reusing redundant ICT within the Public Sector
- [End user device Strategy](#); provides broad guidance on areas such as avoiding vendor lock in, security controls, devices should be used as commodities and not customised, software/services should be designed for the web and therefore not be device agnostic and finally software and data on end user devices should be minimised;
- [G-Cloud](#); in line with the [Cloud First Policy](#), this strand defines the vision, scope, benefits, Governance structure and services intended to be on the G-cloud. Services can be purchased as commodities covering three areas - Infrastructure, Platform and Applications

The Government's [Transformation Strategy 2017 - 2020](#) which is based on the vision of;

- Better understanding what citizens need
- Assembling services more quickly and at lower cost
- Continuously improving services, based on data and evidence

The blueprint of meeting the vision and objectives of the Transformation strategy is based on;

- the [10 Design principles](#) based on the user requirement and delivering service in an agile manner
- [Digital Service Standard](#); 14 steps to help create, manage, and develop a digital service
- and the [Technology Code of Practice](#) which is set of criteria to assist in the design, building and purchasing of technology, which reinforces the approach of making IT products and services; based on the user needs, accessible, inclusive, open source, open standards, Cloud first, secure and reliable, include privacy by design, shareable, reusable and collaborative, making use of data, choosing the right tools and technology and having a clear vision of what success would look like delivered by a multidisciplinary team.

On Security, the [National Cyber Security Strategy 2016-2021](#) is based on the “DEFEND, DETER, DEVELOP” for managing Cyber Security and the [National Cyber Security Centre \(NCSC\)](#) provides key guidance and tools for protection the IT Infrastructure and data against unauthorised access, harm or misuse.

The Charnwood ICT Strategy has been developed with the areas mentioned above in mind and its objectives are considered to align with the Government IT, Digital and Security Strategies.

6 Strategic Aims

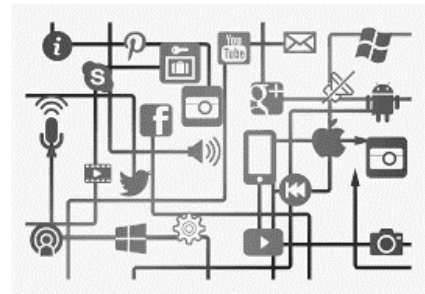
6.1 Enabling digital services, transformation and supporting business systems

A digital platform is an essential foundation to support and develop online services and the delivery of the Transformation programme. The platform will be an integrated communication environment defined below which offers significant benefits;

Council services will be accessible seamlessly in the real world (telephone, face to face, etc) and online, with fully digital (and where possible automated) back office processes, knowledge-driven services, undertaking data led decisions, a genuine mobile workforce and services that are responsive in real-time

The technology principles of the digital platform will include;

- Designing digital services around the needs of the people using them
- Creating new, simple, and secure ways for customers to use online services
- Building digital services, not just websites – think about all aspects of the service to make sure it adds up to something that meets users’ needs.
- This is for everyone; understand the context, the design should be inclusive, legible, readable, and accessible. We recognise the services we build may be accessed by users who are not familiar with online services and may also be assisted by alternative contact channels (telephone and face to face).
- Do less and make it simple; make the processes and technology reusable and shareable
- Breaking our dependence on inflexible and expensive technology that doesn’t join up effectively, in favour of modular common components and open data standards
- Digitise and automate back office process by working with services to transform the ways of working and integrating online processes into day to day service delivery
- Effective mobile and field working - enabling and supporting staff at all levels with effective tools for communication and accessing the required data and systems
- Developing the right skills and training programmes to support the delivery of the digital platform



We will deliver this by;

- Following the [Design Principles](#), the [Digital Service standard](#) and [Technology code of Practice](#) defined as a development approach by GOV.UK and the Government Digital Service (GDS), which always start with user needs
- Implementing online tools/systems that support transactional process such as intelligent e-forms, workflow and process management, automation, secure and seamless integration with back office data and corporate systems such as payment portals, bookings, etc.
- The core of the Digital platform would be an integrated self-service online Contact Management system which would interface with online tools such as web chat, customer accounts, social media, email (for campaigns and notifications) and the telephony system. This approach will be based on the principle of ‘Capture once and reuse’, giving the customer a seamless experience regardless of the access channel they use

- Introduce tools in the medium/longer term improve the features of the Contact Management system to engage further with customers (e.g. webchat) and provide personalised content and transaction information based on Customer accounts

Applications Strategy;

The second essential area to enable effective digital services and transformation includes improving the functionality of Applications to meet end user and customer requirements. There are a number of systems used across the Authority which can be categorised into the three following areas;

- Customer facing systems; these are systems are used directly to interface with customers and support self-service. Examples include - website, eforms, online payments, online bookings, etc.
- Back office corporate systems; this includes applications used internal by most staff across the Council. Examples include - Customer Relation Management system, HR, Finance, Intranet, etc
- Back office specific; used to support specific services. Examples include – Housing system, Planning and Building Control system, Environmental Health, Electoral Registration, etc.

Some applications have multiple modules which can belong to more than one category e.g. the Payment system which includes a customer facing and an internal module, etc.

The larger back office applications (for both corporate and specific categorises) have historically been purchased as third party ‘best of breed’ systems to support specific services or functions. There are also some medium sized or smaller systems which are developed in-house to meet specific service requirements.

The Council currently has a mixed landscape in the maturity and use of applications which need to be co-ordinated, resourced adequately and have clear lines of responsibility. In certain areas, applications are used to support semi-manual processes which are seen as operationally convenient. These processes bring the potential for duplication (e.g. data entry), inconsistency, inefficiency and are a barrier to joined up digital services.

The development of larger applications is heavily dependent on the functionality and software releases provided by suppliers. As a result of the pandemic, there has been a substantial increase to access applications remotely by all users, the need to provide self-service options for customers and the availability of mobile/field working functionality in Back office systems.

The overall strategy for applications will be to provide fewer, more integrated, flexible, and online focussed modern systems with the support of the following actions;

- Use the [Digital Service standard](#) and [Technology code of Practice](#) approach for adhering to open standards and common technology components such as application programming interfaces (APIs), web services, etc. This provides guidance for both in-house developed and third-party systems
- As covered in [Section 6.2](#), engage with services to ensure the application systems requirements and priorities are understood by both services and ICT. This also identifies the required application landscape (i.e. what information and data does the service and users require?)
- Identify a roadmap for all key applications, that will keep the system on supported versions and not allow the application’s performance to deteriorate to a level that is

detrimental to business outcomes. This will require clear lines of responsibility, funding, supporting resources and approval by the Authority

- Where appropriate, consolidate systems to improve integration and reduce costs. For certain areas this may involve moving away from the established 'best of breed' approach which was used to acquire applications for specific purposes
- For new applications or the upgrade of existing systems, first consider if other existing systems can meet the requirements
- For any key system changes, look at the big picture – how does it fit into the organisation and technically within the systems architecture. Do not develop or procure systems in isolation
- Use Microsoft's [Common Data Service \(CDS\)](#) for the development and amalgamation of internal systems. This can also encapsulate certain existing third-party applications. This approach is part of the O365 environment and uses the **(low code, no code)** approach by providing visual tools that can be configured to build applications rapidly.



The CDS approach will also be used to identify common;

- Data set Entities e.g. people, property, codes, etc which will be used as foundation blocks for all applications.
- Standardisation of Processes into areas such as Apply, Request, Report, Provide, Book, Pay, etc
- Standardisation of Workflow and Business rules e.g. for authorisations, notifications, etc
- Use [Agile Software development](#) approach for delivering the solution to the end users as soon as possible which supports the iterative process of testing, learning, adapting and improving solutions. Developers will use a collaborate approach by sharing development environments, code, data repositories, files, plans, and tasks, etc

Strategic Aim Deliverables

Summary of actions covered in this section;

- Support the delivery of the Transformation programme by covering the principles and actions outlined to develop the Digital platform
- As part of the Digital platform, review the system options for developing an integrated self-service online Contact Management system
- Develop a systems portfolio which identified the use of systems within the different services and the potential for consolidating systems
- Identify a roadmap of all key applications, including clear lines of responsibility and any supporting resources
- Apply the CDS approach for reviewing, developing, and amalgamating applications

6.2 Working with Services and Partners to improve ICT processes and technologies;

ICT is critical for most if not all Council services – its required operationally for daily communication and access to systems by end users. It also supports the development and improvement of services by helping to deliver efficiencies and enable new ways of working.

The ICT Service supports approximately 560 users which include; all Charnwood staff, Councillors and Shared Services Partners such as Harborough District Council, North West District Council, Leicestershire County Council, and Capita for the Revenue and Benefits service.

Service requirements, expectations, development needs and operational issues are identified and agreed as part of regular Service Level Agreements (SLA) meetings with Head of Service/Managers, which cover;

- ICT Performance and Service Profile; the profile aspect covers the current equipment used by staff and requirements to support new ways of working
- Applications; defining what is currently being used, how it can be improved and future applications/ system requirement
- Planned developments; any changes/Projects that will require input from ICT, any improvements that can be made using ICT

The table below lists the key development actions agreed with Services from the recent SLA meetings (December 2020);

Head of Service Area/ Managers	Key ICS Future developments
Cleansing and Open spaces	<ul style="list-style-type: none"> • Investigate systems and data requirements for users that will be mobile/field working e.g. Enforcement officers, Contract Officers, etc. • Requirements to exchange data with other systems such as the Agresso (Finance system) and the Contract Management application (Whitespaces)
Financial Services	<ul style="list-style-type: none"> • Scope the O365 Teams migration which will include migration of Shared network drives, SharePoint areas, e-Forms, processes using Power automate and potential applications using Power apps • Include the Agresso Finance system in the Cloud/Hybrid migration (see Section 7.3) • Continue with the Cloud migration of the iTrent (HR/Payroll system) - to be completed by end of February 2021
Procurement and Property Services	<ul style="list-style-type: none"> • Development of the online Procurement/Contracts register using the O365 Power apps • Provide ICT input into the Office accommodation review to support an onsite shared environment with Partners and the update/possible relocation of the onsite Data Centre

Head of Service Area/ Managers	Key ICS Future developments
Planning and Regeneration	<ul style="list-style-type: none"> • Implementation (from January 2021) of the single system for Planning Services, Environment Health, Strategic and Private Sector Housing and Land charges, this will replace three existing back office applications and reduce the existing issues (with VDI, pdf documents, etc) being encountered with users accessing multiple environments • Printing/scanning requirements for digitise documents and distributing incoming post
Building Control	<ul style="list-style-type: none"> • Lead on the ICT aspects of setting up the joint service with North West Leicestershire District Council (from January 2021) • Implementation of the single system with Planning, Environment Health, Strategic and Private Sector Housing and Land charges, which includes the Building Control module
Regulatory Services	<ul style="list-style-type: none"> • Provide general training (across all services) on O365, new systems such as Teams, Forms, SharePoint online, and awareness on IT access and guidance procedures • Migration of the Care parking system (WPS) onto the Cloud • Improve remote access for the Noise and Air protection systems • As mentioned above, Implementation (from January 2021) of the single system for Planning Services, Environment Health, Strategic and Private Sector Housing and Land charges, this will replace three existing back office applications
Leisure and Culture	<ul style="list-style-type: none"> • Support the implementation of the online booking system for Markets and Fairs, including payment integration and the use of mobile/tablet devices • Agreement on the priority of O365 Teams migration • Support the update on the Town Hall website
Customer Experience	<ul style="list-style-type: none"> • Complete the O365 migration for Customer Services • Support the implementation of the upgrade Contact Centre Telephone module • Review the potential of the O365 Bookings system to replace the Bookings Live application
Neighbourhood Services	<ul style="list-style-type: none"> • Assist in the CCTV system upgrade and relocation to the onsite Data Centre • Investigate systems, data and equipment requirements for users that will be mobile/field working
Strategic Support	<ul style="list-style-type: none"> • With input from Democratic Services, implement hybrid meeting rooms facilities which will allow multiple users onsite and users with remote access to video conferencing facilities.

Head of Service Area/ Managers	Key ICS Future developments
	<ul style="list-style-type: none"> • Work with Legal Service to review and implement a replacement Case Management system
Strategic and Private Sector Housing	<ul style="list-style-type: none"> • Implementation (from January 2021) of the single system for Planning Services, Environment Health, Strategic and Private Sector Housing and Land charges, this will replace three existing back office applications
Landlord Services	<ul style="list-style-type: none"> • Investigate, scope and if approved implement online services (as part of the Transformation programme) for Tenant information, Rent statements and Repairs • Investigate and implement a Document management system for the current paper-based Tenant files • Provide Intranet access that will enable mobile operatives to share and update the required documentation
Organisational Development	<ul style="list-style-type: none"> • Migration and development of HR information for the new SharePoint/Intranet site • Migration of HR paper files into digital files • Replacement of the Performance Management system

Common areas, identified from the SLA meetings;

- Services have confirmed that the IT equipment is suitable for remote working but have reported the lack of flexibility of accessing multiple environments
- Linked to above, the need to access Applications more seamlessly – without logging into the VDI environment
- Some Services have identified staff which would need to use Field working/mobile equipment and systems e.g. Enforcement Officers, Wardens, Housing Repair Operatives, etc
- All areas identified a requirement for making better use of O365 and Teams by migrating shared files, developing workflows ([Power Automate](#)), e-Forms, Bookings, Planner, etc
- As covered in [Section 6.1, Applications Strategy](#) - with Services, review the ownership, roadmap, and development of Applications. The development aspect will include (where appropriate) consolidation or building applications using [Power Apps](#) and the CDS approach
- Develop a Governance process for assessing, prioritising, and implementing new ICT projects or developments
- Services expressed the need for an online Training facility which will enable services to make effective use of applications
- Support remote and agile working by reviewing and agreeing the hours ICT Services will be available

Strategic Aim Deliverable;

Continue to work with Services to progress and implement the Future Development and Common areas listed in the table above

6.3 Delivering a Modern ICT Architecture;

The ICT architecture is the underlying foundation and building block of all ICT services, required to support daily operational use of ICT and the delivery of all the actions/objectives covered in this Strategy. The objective of the ICT architecture is to provide;

A technology Infrastructure that is efficient, resilient, reliable, responsive, secure, supports innovation and agile working, allows users to make maximum use of technology with ease of use and provides seamless access to required services and systems

Currently a single purpose-built onsite Data Centre is in place with appropriate environmental, physical and security controls supporting access to both onsite and remote workers. The Data Centre hosts virtual environments (for Desktops and Servers) which has seen substantial reduction in physical space and power consumption. The onsite fibre network is designed to be resilient and avoids single points of failure. The Server environment is segregated and designed on the guidance of the National Cyber Security Centre and PSN requirements.

The Council has a stable and resilient IT Infrastructure but needs to review and further improve the architecture for the following reasons;

- Refresh of IT Infrastructure; upgrades are required to the Virtual Server environment and key aspects of the onsite Data Centre are approaching 'end of life'.
- Efficiency costs - covering two areas;
 - the migration of the CCTV recording and connection equipment to the Data Centre is being recommended to ensure the CCTV infrastructure has the required level of resilience
 - Server room power consumption – improvements are required to ensure we make the most effective use of cooling and power consumption technologies in the Data Centre, as less than half of the physical allocated space is used
- Smart working – increasing requirements for the infrastructure to support onsite and remote access (including mobile access to systems). User expectation is to have a single environment/method of access regardless of the device or location.
- [Government's Cloud First policy](#) - the policy states that “when procuring new or existing services, public sector organisations should consider and fully evaluate potential cloud solutions first before considering any other option. This approach is mandatory for central government and strongly recommended to the wider public sector.” Services are encouraged to initially consider Software as a Service (SaaS), particularly for enterprise IT and back office functions

- Review our options periodically - is there something better that can be used to reduce costs and improve IT service delivery?

The Authority has 'sweated its IT Assets' over the last 10 years. Although the development of the IT Infrastructure overall has been positive, it has also been piecemeal and undertaken on a project-by-project basis. Due to the 'end of life' of some of the Infrastructure, continuing with the AS-IS approach is not a sustainable solution. Recent changes/upgrades within areas such as O365, the Telephone system and applications such as the Payment system, HR/Payroll application have resulted in the implementation of Cloud based or SaaS solutions.

After comparison with a number of different options, including; on Premise, Private Cloud, and Public Cloud. The Hybrid Cloud approach (which uses a combination of Public Cloud installation and an on-premise Data Centre) was selected for the following reasons;

- There is a requirement to host Servers/Applications onsite, this includes; CCTV, Doors access system, network management and security systems, etc. For certain systems, a cloud solution either isn't available or isn't cost effective and would therefore need to be hosted onsite until an effective cloud solution is available
- There will be a period of migration as not all applications can be transferred simultaneously and may involve third-party suppliers. For some systems this may change how the application is accessed, costed, or used
- The Hybrid approach has the potential to transform IT service delivery and provides easy access to back office applications (without needing to log-in to the internal network).
- Provides Agility by ensuring we are not locked into a supplier-based Cloud model and only migrate applications that will provide an added benefit - 'best of both worlds'
- Not a 'one size fits all' approach - this setup also gives the opportunity to 'mix' different Cloud models which is suitable in our environment where several different applications are in use
- The on-premises installation, allows a phased implementation/migration to the Cloud which provides added benefits in testing, migration, assessing platform suitability and avoiding unforeseen costs
- Capacity expansion – allows incremental expansion of the network by allowing existing technologies, tools, and techniques to be reused without impacting on the business or end users. Additional Hardware can be easily scalable (Storage, Servers, etc)

The Hybrid migration approach in the next 12 months will be to assess and simplify the IT architecture, moving away from incremental refresh and develop a single secure network that will be accessible internally (when users are onsite) and remotely. The following factors will be used to measure the suitability and location of different applications;

- Costs; This will involve understanding the Total Cost of Ownership (TCO) and the operating cost model – what will be included as 'standard' and what will be classed as 'additional' cost and how will this compare to the existing costs?
- Benefits; How will Cloud adoption provide added value and transformation for the Business/services and technical delivery? How will the benefits be achieved and measured?
- Performance; this will include identifying what needs to be measured (supplier's SLA), the metrics of measurement as well as setting achievable targets

- Compatibility; will there be any loss of functionality in access the cloud-based solution? Including access to download or report on data
- Security; what security controls will be covered by the supplier? How will data resilience be covered? How will the backup and disaster recovery process work? And what assurances will be included in the event of a cyber-attack or in resolving major vulnerabilities?
- Complexity; how will this change the access, management, and maintenance of the systems/infrastructure? Will the management of systems therefore need more or less resources?

As shown in Figure 1 below, the Hybrid environment will be based on [Microsoft Azure](#) which allows the authority to make increased usage of the ‘Enterprise Agreement’, benefiting from software licencing and the CDS software development environment covered in [Section 6.1](#).

In the next 12 months, the migration of the Server environment will be based on the [Azure Migration Programme \(AMP\)](#) to develop a cost effective, secure and scalable extension of the existing network

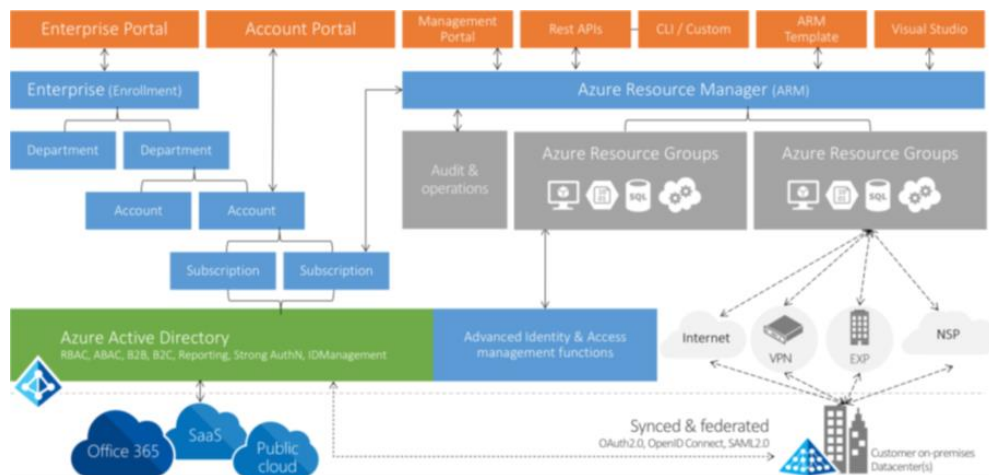


Figure 1: Azure migration Framework

The onsite Data Centre will be redesigned following the scoping of services and applications to be migrated onto Azure. The location of the Data Centre is dependent on the onsite accommodation which is under review.

The development of the ICT infrastructure will be based on common technologies and platforms, consolidating where possible and allowing resources to concentrate on value added activities striving for an “always on” ICT infrastructure

The other two areas within ICT Infrastructure which are being developed include;

Unified Communications (UC):

UC refers to a central platform or communication tool used for the phone system, instant messaging, video collaboration, etc.

The authority already has a cloud based VOIP (Voice Over Internet Protocol – *uses data/ Internet instead of traditional analogue lines*) for supporting all users including the Shared Service Contact Centre.



Since March 2020, the Council has made substantial use of Microsoft Teams as a video conferencing, collaboration, and installation messaging system. The next key development is to enable voice within Teams – this would allow users to access their phone extensions within Teams, providing users with an all in one cloud solution which would also increase the access (including using mobiles) and methods of contact between users and customers.

There has also been a sustained increase in use of mobile devices (smartphone, tablets, etc) for both Android and iOS environments. The O365 Microsoft investment is utilised further with [Endpoint Manager](#) for managing access to mobile devices, including BYOD devices.

Printing and Document Management:

The Council uses standard multi-function device (MFD) for printing, scanning, faxing etc, with a central 'follow-me' printing queue where users 'pull' their print jobs from any MFD regardless of the printer location, by using their ID card or pin.

Printing statistics/usage are shared as part of the regular SLA meeting with Services (covered in [Section 7.2](#)). The requirement for reducing print volumes vary in different service areas.

Services will be required to print less in support of the Environmental, Transformation and accommodation agendas. Key developments to support this, include;

- Printing to MFDs from mobile devices (including BYOD devices)
- Digitising (scanning and distributing) incoming mail to services using Microsoft One Drive and SharePoint online
- Enabling users to scan directly to and from One Drive
- Delegated printing – where approved users can print jobs on behalf of other users
- Hybrid mail – in support of agile working, developing a business case and (if approved) implement a solution for staff to send print batch jobs from anywhere which will result in reducing existing printing costs, centralised printing rules and provide transparency of print jobs undertaken by services.

Our intended approach for a corporate Document Management solution is to use Microsoft SharePoint, which will make use of the existing O365 environment and provides a familiar user interface for staff. This requirement is currently being investigated as a solution in Housing (for managing Tenant files) and Customer Services for scanning, indexing, and retrieving customer documents provided for verification. Both areas will make use of O365 workflow (e.g. approving documents) and use the existing MFDs for scanning paper-based documents.

Strategic Aim Deliverables;

- As part of the Azure Migration Programme, complete the migration of identified Servers and Applications in the next 12 months - commencing in January 2021
- Redesign the onsite Data Centre – the location and timescales are linked to the ongoing review of Accommodation
- Unified Communication; enable Voice (Users' Direct Dial Numbers) within Microsoft Teams
- Printing; Once scoped and approved, enable and support development areas listed above – digitising incoming mail and Hybrid mail
- Document Management System (DMS); investigate and if approved implement SharePoint as the corporate DMS solution

Key threats	Mitigations
Legacy and unpatched systems	<p>All hardware and software eventually become out of date, after which point, ideally – it should not be used.</p> <p>The cycle of Vulnerability scans, independent IT Health check, and regular patches and system upgrades are in place to identify and keep systems up to date. Back office application should not be more than two versions behind. The NCSC guidance will be used if we are in the unlikely situation of using obsolete platforms</p>
Vulnerabilities associated with the Cloud Infrastructure	<ul style="list-style-type: none"> • Have a clear, committed, and documented plan for how the cloud infrastructure will be used and its associated connections • Get assurances on the security and privacy protection, controls, and accreditation of suppliers – use tried and tested platforms which have been approved for Public Sector use. • Confirm the availability, resilience and business continuity procedures and the assurances on the location and storage of data, • Test access, application security, functionality, permissions, etc. Any changes should follow the Change Management process
Increasing threats from Cyber Criminals, Hacktivism, etc	<p>Cyber security risks can be best mitigated using a combination of the controls covered with the areas in this table and the - IDENTIFY, PROTECT, RESPOND, RECOVER - approach with particular emphasis on the areas listed below;</p> <ul style="list-style-type: none"> • Using the NCSC guidance and tools; Cyber Assessment Framework, https://www.ncsc.gov.uk/cyberessentials/overview, 10 steps to Cyber Security, Active Cyber Defence Hub, 'Exercise in a Box', etc • Keeping software and infrastructure patched and up to date • Robust End Point Security to protect user devices • Implement Multi-factor authentication which clearly separates external access • Effective and tested backup and restores processes • Clear and documented recovery plan
Insufficient training, skills and resources for end users and ICT staff	<ul style="list-style-type: none"> • Continuous awareness and education on the threats/risks, mitigations and best practice for IT Security and Cyber Security • Promote User responsibility - Acceptable usage policies are signed prior to access for key IT services. Communicate updates and resign of Policies at regular intervals • Educate and ensure users are aware of the Reporting processes for incidents/vulnerabilities • Work in partnership to access resources, including training and awareness programmes offered by NCSC
Lack of a recovery Plan	<p>Our Recovery plan is based on the Council's Business Continuity Plan and NCSC's Cyber Assessment Framework (CAF) D.1 Response and Recovery Planning which provide a comprehensive plan for incident management and steps for managing responses, containment (block and isolate the issue) and recovery (restore the required service/system).</p> <p>The recovery plan also involves working with Partners such as the (NCSC, CiSP (Cyber Security Information Sharing Partnership) and the EMWARP (East Midlands Warning, Advice and Reporting Point) Group</p>

Key threats	Mitigations
Constantly evolving risks	<p>The impact of an IT security attack can be critical for the organisation, the challenge is to;</p> <ul style="list-style-type: none"> • keep users aware of the risks and the controls in place • apply the controls covered in this table • Secure buy in and resources from Senior Leadership • And apply the guidance and advice provide by the NCSC • And continue work in partnership with (NCSC, CISP (Cyber Security Information Sharing Partnership) and the EMWARP (East Midlands Warning, Advice and Reporting Point) Group

In addition to the actions above, the authority uses the principles of, complies with or is in the process of meeting the following standards;

- [Cyber Essentials Plus certification](#); provides assurance and confirms that a clear approach for security measures in place
- [PSN \(Public Services Network\)](#); the annual compliance demonstrates the organisation’s security arrangements, policies and controls are sufficiently rigorous to allow users to connect to the secure PSN network. The process also includes the need for an annual independent [IT Health Check](#)
- [Payment Card Industry Data Security Standard \(PCI DSS\)](#); requirements ensure that the processing, storage, and transmission of payment information for face to face, telephone, Internet, and Self-Service payment are handled securely
- [Information Technology Infrastructure Library \(ITIL\)](#); the framework places importance on improving customer satisfaction by providing effective service delivery while being cost effective
- [Network Access Standard \(802.1X\)](#); is used to control access to the network using policies for approved users and devices

Working with services and suppliers, the Strategy will comply with principles in areas such as information security, data classification, storage, and integration/interoperability. In line with best practice these standards could relate to an ISO Management ([ISO 27001](#)) or Open data standards. BS7666 (standard for spatial datasets) will continue to be complied with for the Council’s corporate addressing system

Data Backup and Recovery:

An effective backup and restore system is a key component for managing security.

A central corporate backup solution is in place, which is integrated with the virtual and storage environment. The solution uses a combination of disk and tape media for effective restores and to reduce storage on servers by including features such as deduplication and offsite storage.

Backup data is retained for a full year, Incremental backups are undertaken during the week and a full back up at the end of the week. Details of the Backup cycle and supporting infrastructure are covered in the ICS Infrastructure Policy.

The Hybrid ICT Architecture (covered in [Section 6.3](#)) for future systems will change the location (Cloud based) and method of system backups which will either be included as a managed service with Suppliers (this is in place with certain system and the existing Telephony infrastructure) or be integrated into the existing corporate backup solution.

The main backup and recovery areas moving forward will include;

- Resourcing, agreeing, and investing in new cloud-based backup and recovery systems which in line would see a reduction in the data volume for the existing onsite corporate system
- Reviewing and setting effective policies for archiving and deletion of information
- Continue to develop and undertake tests the integrity of restores

The backup and recovery policy will continue to be reviewed and tested in line with the Council's Disaster Recovery and Business Continuity arrangement and guidance from the NCSC.

Strategic Aim Deliverables;

IT Security does not include a set of fixed 'start and finish' tasks but instead requires ongoing and proactive awareness of Network, Software, Cyber and Operational security. Key principles and deliverables, covered in this section include;

- Achieving compliance of Cyber Essential Plus Accreditation and any other agreed standards covered in the above section
- Review and implement effective defences to the network, data and systems and have in place cyber incident reporting measures and be able to respond effectively to cyber-attack, maintaining functions and recovering quickly through appropriate service and business continuity arrangements.
- Implement "Security by Design" by carrying out IT Security risk assessments when selecting new systems, on-line services or implementing digital processes.
- Ensure that cyber security skills and awareness within the Council are maintained to mitigate the cyber security threats including the monitoring and reporting of incidents.
- As covered above, develop the Backup and Recovery processes to;
 - invest in new cloud-based systems which in line would see a reduction in the data volume for the existing onsite system. This will also include undertaking regular integrity restore tests
 - in line with GDPR, review and set policies for archiving and deleting information
- Continue to work in partnership with NCSC, East Midlands WARP and the Cyber Security Information Sharing Partnership (CiSP) to implement approved programmes, resources, and schemes

7 Risks

The delivery of the Strategy will be structured through a series of programmes and projects linked to the strategic components within the Authority and will be subject to establishing ICT Governance arrangements (covered in [Section 8](#)). The key risks and planned mitigations associated with the delivery of the Strategy include;

Key risks	Mitigations
Future funding constraints	<ul style="list-style-type: none"> As covered in Section 6.2, work with Services and Senior Management to demonstrate the dependency, value and improvements that are being achieved by using ICT Undertake regular market test of ICT products and services to ensure value for money For new initiatives or changes to existing ICT infrastructure; as part of the Business Case or the Project Mandate - provide clear details of the costings and benefits (including payback)
Important and urgent organisational business priorities emerging which require significant ICT resourcing (possibly on concurrent projects), necessitating the redeployment of ICT resources as priorities dictate	<ul style="list-style-type: none"> See Section 8 - SWAP Board to monitoring the progress and agree on corporate priorities and resources on ICT developments Work with Services (as covered in Section 6.2) to identify future development which will require ICT input
Cultural challenges associated with new ways of working, the use of technology and the desire for customised local solutions	<ul style="list-style-type: none"> Alignment with the People Strategy and the Agile Working Policy will ensure the users concerns and queries are addressed and support the delivery of common objectives/aims With the introduction of new ICT projects or technologies - Ensure appropriate skills, support and training is in place to empower employees to deal with ICT changes
Constantly evolving threats of Cyber Security	List of key ICT Security threats facing the authority and our approach for mitigating the risks are covered in Section 6.4 of this document
Cloud/Hybrid technologies not delivering intended benefits or outcomes	Have a clear strategy and approach for why Cloud or Hybrid technologies are being used - Section 6.3 , defines the reasons, options considered, measurement factors and approach for developing the Hybrid ICT Infrastructure.

Current and future ICT risks will be managed within the Council's [Risk Management Framework](#)

8 Resourcing and Implementing the Strategy

Effective resourcing is an essential requirement to enable the delivery of the Vision, Aims and actions covered in this Strategy.

The document covers key areas such as the development of the Hybrid Cloud infrastructure ([Section 6.3](#)), making increased use of the O365 environment and the implementation of the single application for Planning Services, Environment Health and Strategic and Private Sector Housing (see actions under [Section 6.2](#)) which have already been approved and costed.

The strategy also includes the following new requirements which (as part of the Monitoring and Review arrangements, mentioned below) will need to be resourced;

1. Supporting the delivery of the new Transformation programme - Services, Workspace & People (SWaP) by delivering the actions covered in [Section 6.1](#). Some aspect of the Digital platform have already been resourced as part of the O365 programme.
2. Also as part of [Section 6.1](#) (in line with strategy for reviewing and consolidating Applications), key changes to existing systems and the introduction of new applications will need to be funded. This should follow a standard approach for outlining a Business case, return of investment (as part of a 5-year plan) and the alignment of supporting resources such as software licences, system administration, etc
3. Agile working changes - any new practices that will increase the need for ICT resources and equipment e.g. increased Service Desk hours of support, the need to provide new equipment for field or mobile workers, etc
4. Accommodation – relocation or changes to the onsite accommodation which will impact both on end users and the ICT Infrastructure
5. ICT training - The ability of the Council to gain maximum advantage from its investment in ICT depends crucially upon the existence of adequate operational ICT skills. In line with the People Strategy, ICT training and development should be resourced for different users e.g. end users, system administrators, IT Developers, etc

Monitoring and Review

The outcomes and actions of this strategy will be incorporated in the ICT Development plan that will be overseen by the SWAP Board

This principle body will have decision making responsibility, approve resources, agree the development of new ICT projects and ensure that business, user and technical agendas are fully recognised in ICT development and will be chaired by the Chief Executive

The membership of this group as of January 2021 includes;

Name	Position	Role
Rob Mitchell	Chief Executive	Chair
Justin Henry	Strategic Director - Commercial Development, Asset and Leisure	Member
Simon Jackson	Strategic Director - Strategic Support, Governance & Procurement	Member
Eileen Mallon	Strategic Director - Community, Planning and Housing	Member
Karey Barnshaw	Head of Customer Experience	Member
Lesley Tansey	Head of Financial Services	Member
Helen Gretton	Organisational Development Manager	Member
Mike Roberts	Communications Manager	Member

Charnwood Borough Council

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

■ Background

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

■ Legislation- Equality Duty

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

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

For the following protected characteristics:

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

What is prohibited?

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

Note: Complete the action plan as you go through the questions

■ **Step 1 – Introductory information**

Title of the policy	ICT Strategy 2021-2023
Name of lead officer and others undertaking this assessment	Karey Barnshaw
Date EIA started	10/2/21
Date EIA completed	10/2/21

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

Outline: What is the purpose of this policy? (Specify aims and objectives)
The purpose of the strategy is to set out how the Council intends to develop its Information and Communications Technology (ICT) over the next three years. The role of ICT is essential to the delivery of all of the Council services, both in enabling ongoing day to day business processes and in supporting strategic change.
What specific group/s is the policy designed to affect/impact and what is the intended change or outcome for them?
The strategy is not aimed at any specific groups it covers all users of Council wide ICT system. It is designed to support users by providing them with efficient and effective system that support the delivery of the roles. Whilst also ensuring the Council is protected from any system security threats.
Which groups have been consulted as part of the creation or review of the policy?
There has been no specific consultation with any groups. Consultation has been undertaken with CLT, SLT and the Lead member for ICT to ensure there is consideration of the strategy will impact on their service area.

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

List any existing information/data do you have/monitor about different diverse groups in relation to this policy? Such as in relation to age, disability, gender reassignment, marriage and civil partnership, pregnancy & maternity, race, religion or belief, sex, sexual orientation etc.
Data/information such as: <ul style="list-style-type: none"> ▪ Consultation ▪ Previous Equality Impact Assessments ▪ Demographic information ▪ Anecdotal and other evidence
There is no specific data in relation to different groups of people, this is a internal strategy aimed at supporting the needs of the Council and its users
What does this information / data tell you about diverse group? If you do not hold or have access to any data/information on diverse groups, what do you need to begin collating / monitoring? (Please list)
N/A

--

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

In light of the answers you have given in Step 2, do you need to consult with specific groups to identify needs / issues? If not please explain why.
No as there is a neutral impact to all groups

■ **Step 5 – Assessing the impact**

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

	Comments
Age	Neutral Impact – all users will have the opportunity to discuss any specific requirements they have and there will be a range of options to meet individual needs.
Disability (Physical, visual, hearing, learning disabilities, mental health)	Neutral Impact – all users will have the opportunity to discuss any specific requirements they have and there will be a range of option to meet individual needs
Gender Reassignment (Transgender)	Neutral Impact – all users will have the opportunity to discuss any specific requirements they have and there will be a range of option to meet individual needs
Race	Neutral Impact – all users will have the opportunity to discuss any specific requirements they have and there will be a range of option to meet individual needs.
Religion or Belief (Includes no belief)	Neutral Impact – all users will have the opportunity to discuss any specific requirements they have and there will be a range of option to meet individual needs
Sex (Gender)	Neutral Impact – all users will have the opportunity to discuss any specific requirements they have and there will be a range of option to meet individual needs
Sexual Orientation	Neutral Impact – all users will have the opportunity to discuss any specific requirements they have and there will be a range of option to meet individual needs
Other protected groups (Pregnancy & maternity, marriage & civil partnership)	Neutral Impact – all users will have the opportunity to discuss any specific requirements they have and there will be a range of option to meet individual needs
Other socially excluded groups (carers, low literacy, priority neighbourhoods, health inequalities, rural isolation, asylum seeker and refugee communities etc.)	Neutral Impact – all users will have the opportunity to discuss any specific requirements they have and there will be a range of option to meet individual needs

<p>Where there are potential barriers, negative impacts identified and/ or barriers or impacts are unknown, please outline how you propose to minimise all negative impact or discrimination.</p> <p>Please note:</p> <ul style="list-style-type: none"> a) If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately. b) Additionally, if you have identified adverse impact that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people.
N/A
<p>Summarise your findings and give an overview as to whether the policy will meet Charnwood Borough Council's responsibilities in relation to equality and diversity (please refer to the general duties on the front page).</p>
<p>The ICT strategy 2021-2024, has a neutral impact in relation to the Council responsibilities in relation to equality and diversity. Where there are any specific requirements relating to a protected characteristic these can be considered as solutions provided to meet any individual needs</p>

Step 6- Monitoring, evaluation and review

<p>Are there processes in place to review the findings of this Assessment and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?</p>
<p>The implementation of the strategy will be monitored by the SWaP Board, if there any issues arise relating to equality and diversity these will be picked up and addressed.</p>
<p>How will the recommendations of this assessment be built into wider planning and review processes? e.g. policy reviews, annual plans and use of performance management systems.</p>
<p>The assessment will be include as part of the background papers that will go to Cabinet on 11th March 2021</p>

■ **Step 7- Action Plan**

Please include any identified concerns/actions/issues in this action plan:

The issues identified should inform your Service Plan and, if appropriate, your Consultation Plan

Reference Number	Action	Responsible Officer	Target Date

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

	Who needs to know (Please tick)	How they will be informed (we have a legal duty to publish EIA's)
Employees	Y	This assessment will be attached alongside the Cabinet paper of 11 th March 2021
Service users		
Partners and stakeholders		
Others		
To ensure ease of access, what other communication needs/concerns are there?		

Please delete as appropriate

I agree

Signed (Service Head): Karey Barnshaw

Date: 10/2/21

CABINET - 11TH MARCH 2021

Report of the Head of Landlord Services Lead Member: Councillor James Poland

Part A

ITEM 7 HOUSING CAPITAL PROGRAMME 2021-22

Purpose of Report

To consider the housing capital programme for 2021-2022.

Recommendation

That the proposed housing capital programme for 2021-2022 amounting to £7,129,000.00, detailed at Appendix 1 be approved and the Capital Plan be amended to reflect this.

Reason

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

Policy Justification and Previous Decisions

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

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

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

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

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

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

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

Implementation Timetable including Future Decisions and Scrutiny

The programme will be delivered during 2021/2022, commencing on 1st April 2021 and completing on 31st March 2022. Progress will be monitored by the Housing Management Advisory Board throughout the year.

Report Implications

The following implications have been identified for this report.

Financial Implications

The 2021/2022 capital budget to deliver this work amounts to £7,129,000.00 and can be fully funded using HRA revenue contributions, the HRA Major Repairs Reserve, Capital Receipts, and HRA Financing Fund contributions. The Capital Plan will be amended to reflect the updated housing capital budget if it is approved.

Risk Management

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

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
<p>The programme cannot be delivered due to:</p> <ul style="list-style-type: none"> - Contractor performance issues - Covid-19 related access issues - The carry forward of works from 2020/21 impacts on the ability to 	Likely (3)	Significant (2)	Moderate (6)	<p>Performance monitored at Contract meetings and through the Housing Management Advisory Board.</p> <p>Back-up Contract in place to deal with early failure of property components.</p> <p>Resident Liaison Officer and no access processes in place.</p> <p>Early failures will be prioritised to maintain</p>

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
<p>deliver the 2021/22 programme</p> <p>Leading to non-compliance with the Decent Homes Standards, disrepair claims, and reduced tenant satisfaction.</p>				<p>the Decent Homes Standard.</p> <p>Tenants on the programme will be informed of progress.</p> <p>Tenant refusals are taken in-to account when calculating the level of non-decency.</p> <p>Bathroom programme to be smoothed, with works carried forward to the following year.</p>
<p>The quality of work provided by Contractors is unacceptable.</p>	<p>Likely (3)</p>	<p>Significant (2)</p>	<p>Moderate (6)</p>	<p>Contract management meetings in place.</p> <p>100% post inspections are undertaken.</p> <p>Payment is not made to the contractor unless the property is of an acceptable standard.</p>

Equality and Diversity

The housing capital programme will positively contribute towards the Council's equality and diversity responsibilities and commitments. The programme for 2021/22 includes a total of £580k for adaptations for tenants and their family members with a disability. This work can include level access showers, ramps, rails, stair lifts, and other modifications following a recommendation from an occupational therapist.

Crime and Disorder

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

Sustainability

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

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

Key Decision: Yes

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

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

Exempt - Future Arrangements for the Delivery of Planned Works, Voids, and Associated Works.

Officer to contact: Peter Oliver
Head of Landlord Services
01509 634 666
Peter.oliver@charnwood.gov.uk

Part B

Background

1. Each year the Cabinet approves an investment programme for the housing stock. The programme is shaped to reflect the priorities outlined in the HRA Business Plan 2014-44, the views of tenants and stock investment needs. Capital investment priorities for 2021-22 are set out below.

The Charnwood Standard

2. The Council's Charnwood Standard of accommodation provides a higher standard of accommodation than the statutory Decent Homes Standard. Under the Charnwood Standard property components e.g. kitchens, bathrooms, and heating systems are replaced on a fixed life cycle, whereas under the Decent Homes Standard, a property may still be decent if the components are old. The Council will replace a kitchen every 20 years, a bathroom every 30 years, and a boiler every 15 years as a minimum.

Impact of Covid-19 on Housing Capital Programme

3. The national lockdowns in 2020/21 have impacted on the delivery of capital works with most workstreams starting later in the year due to the first lockdown. There is currently an 85% tenant refusal rate where internal improvements are offered. Material supplies have also been affected, including the supply of bespoke fire doors. External works and those in communal areas have progressed positively.
4. It is expected there will be a carry forward of internal works in tenants' homes from 2020/2021 to 2021/22. The volumes are set out at Table 1 (below) along with the estimated number of components due to be replaced under the Charnwood Standard in 2021/22.
5. The number of bathroom / level access shower replacements to be completed in 2021 is high at 263 and when taken with the likely carry forward from 2020/21 of 198 the programme for 2021/22 too large to be feasible with existing resources.
6. It will therefore be necessary to carry some works forward to 2022/23. This will mean that some tenants will get their bathrooms up to twelve months later than planned under the Charnwood Standard, however it will support the efficient planning and management of works. Early failures will be completed first to maintain compliance with the Decent Homes Standard and works will otherwise be prioritised by year. Tenants will be kept informed of programme progress.

Component	Estimated Quantity Scheduled for Replacement in 2021/2022	Estimated Carry Forward from 2020/21	Total Estimated Total Programme Size	Comment
Kitchens	58	77	135	
Standard Bathroom / Level Access Shower Replacements	263	198	461	Volume of around 211 (of 461) to be carried forward to 2022/23 resulting in a 2021/22 programme of 250 replacements.
Boiler Upgrades	130	22	152	

Table 1. Estimated number of kitchens, bathrooms, and boilers to be replaced in 2021/2022 with Estimated Carry Forward from 2020/21

Acquisition of Properties to Meet Housing Need

7. In June 2013, the Council entered into an agreement with the government to retain funding from the sale of Council properties (1-4-1 Right to Buy receipts) on the basis that this funding is used to increase the supply of affordable housing for rent. The Council has three years to use the receipts which can be used to fund 30% of the cost of developing/acquiring properties for Affordable Housing. Any funding not spent within three years of receipt must be returned to the Government and interest paid. The balance of funding (70%) to acquire properties is from the Council's Housing Revenue Account.
8. The Council's available housing stock has reduced due to the sale of properties under the right to buy. Over the period 2015 to September 2020 257 properties were sold. A sum of £1.5m has therefore been included in the programme to acquire more properties to meet housing need.

Communal Area Improvements

9. The estate and external works budget will be focussed on improving and existing pedestrian areas, footpaths, and car park surfaces, to reduce the likelihood of trips and falls resulting in harm.

10. Investment in the internal communal areas of flats will continue, with painting, new flooring, and lighting, combined with new roofs where needed.

Consultation

11. The Housing Management Advisory Board have considered and endorsed the capital investment priorities contained in this report at their meeting on 4th February 2021.

Appendices

Appendix 1 - Housing Capital Programme 2021/22

Appendices

Appendix 1 - Housing Capital Programme 2021/22

			2021/22		
Scheme Details			Capital Plan Amount	Amount Proposed for Housing Capital Programme for 2021/22	Comment on Variance Between Original Capital Plan and Proposed Housing Capital Programme for 2020/21
			£	£	
PO	Z761	Major Adaptations	450,000	450,000	
PO	Z301	Minor Adaptations	50,000	50,000	
PO	Z302	Stairlifts	80,000	80,000	
PO	Z762	Major Voids	280,000	280,000	
		Compliance			
PO	Z434	Asbestos Removal	150,000	150,000	
PO	Z771	Communal Area Improvements	200,000	200,000	
PO	Z742	Communal Area Electrical Upgrades	200,000	200,000	
PO	Z772	Smoke/CO & Heat Detection	30,000	30,000	
PO	Z773	Fire Safety Works	100,000	100,000	
		Stock Maximisation			
PO	Z375	Garages	25,000	25,000	
		Decent Homes			
PO	Z763	Kitchens	580,500	261,000	Review of component data undertaken. Less work necessary.
PO	Z764	Bathrooms	787,800	1,110,000	Review of component data undertaken. Additional level access shower replacements included.

					Data derived from the periodic electrical testing programme has been reviewed and less work is necessary.
PO	Z765	Electrical Upgrades	290,000	66,000	
PO	Z766	Window Replacement	195,000	195,000	
					The programme constitutes a high number of boiler swaps which cost less than a full system replacement.
PO	Z767	Heating	331,200	300,000	
PO	Z743	Sheltered Housing Improvements	200,000	200,000	
PO	Z768	Door Replacement	300,000	300,000	
PO	Z769	Roofing Works & Insulation	650,000	650,000	
PO	Z770	Major Structural Works	250,000	250,000	
		General Capital Works			
PO	Z776	Estate and External Works	205,000	205,000	
PO	Z857	Housing Capital Technical Costs	312,000	312,000	
PO	Z378	Door Entry Systems	200,000	200,000	
AS	Z760	Acquisition of Affordable Housing to meet housing need	1,500,000	1,500,000	
AS	Z788	Barkby Road, Queniborough - acquisition of 27 dwellings	0	0	
PO	Z775	Mobility Scooter Storage	15,000	15,000	
PO	Z470	Job Management System	0	0	
		Sub-total Live Schemes	7,381,500	7,129,000	
		Community, Planning and Housing - HRA - Total	7,381,500	7,129,000	

CABINET – 11th MARCH 2021

Report of the Strategic Director – Commercial Development, Assets & Leisure Lead Member: Councillor Tom Barkley

Part A

ITEM 8 ANNUAL PROCUREMENT PLAN 2021/22

Purpose of Report

This report sets out the Annual Procurement Plan for Charnwood Borough Council for 2021/22. It is a requirement of the Council's Contracts Procedure Rules that this report is submitted for the consideration of the Cabinet at the beginning of each financial year.

Recommendations

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

Reasons

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

Policy Justification and Previous Decisions

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

Implementation Timetable including Future Decisions and Scrutiny

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

Report Implications

The following implications have been identified for this report.

Financial Implications

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

Risk Management

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

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

Key Decision: Yes

Background Papers: None

Officers to contact: Procurement
01509 634672
procurement@charnwood.gov.uk

Justin Henry
Strategic Director- Commercial Development,
Assets & Leisure
07802 760618

justin.henry@charnwood.gov.uk

Part B

Background

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

Procedure

3. Heads of Service have been contacted with a view to producing a plan for 2021/22 and details of all contracts that Heads of Service have asked to be included are given in the Appendices attached to this report. The contracts have been divided into those contracts estimated to cost between £25,000 and £75,000 and those contracts between £75,001 and £500,000.
4. For contracts up to £75,000, it is recommended that, in line with Quotation and Tender procedures the relevant Head of Service should deal with these by requesting 3 written quotations. In cases where a quotation other than the lowest is accepted, authority has been given to the Contract Compliance Officer to authorise a waiver or exception to the Contract Procedure Rules. Contracts falling under this authority have been itemised in Appendix A to this report.
5. For contracts in excess of £75,000, a written specification must be prepared, and tendering completed in line with Contract Procedure Rules. Contracts falling under this authority have been itemised in Appendix B to the report.
6. Contracts above the £500,000 threshold need to be reported separately to Cabinet during the year before procurement begins.

Appendices

Appendix A – Contracts between £25,000 and £75,000

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

APPENDIX A

Annual Procurement Plan 2021/2022 – Contracts Greater than £25,000, but less than £75,000

No.	Service Area	Contract Title / Description	Tendering Method: 3 Quotes/Waiver	Delegation to Contract Compliance Officer	Procurement Start:
1	Cleansing and open spaces	Vehicle lease and fleet management	Tender	Yes	01/04/2021
2	Cleansing and open spaces	Cemetery Walls	Tender	Yes	01/04/2021
3	Cleansing and open spaces	Community Tree Planting	Tender	Yes	01/04/2021
4	Cleansing and open spaces	Delivery of Open Space Strategy	Framework\tender	Yes	01/04/2021
5	Cleansing and open spaces	Southfields Park Path	Tender	Yes	01/04/2021
6	Cleansing and open spaces	Shepshed POS Enhancements	Tender	Yes	01/05/2021
7	Cleansing and open spaces	Cemetery Extension	Tender	Yes	01/06/2021
8	Cleansing and open spaces	Morley Quarry - Access Works	Tender	Yes	01/06/2021
9	Cleansing and open spaces	Parish Green Master Plan	Tender\Framework	Yes	01/09/2021
10	Cleansing and open spaces	Jubilee Walk - Surfacing	Tender	Yes	01/11/2021
11	Cleansing and open spaces	Playing Pitch Strategy Action Plan	Tender\Framework	Yes	01/12/2021

No.	Service Area	Contract Title / Description	Tendering Method: 3 Quotes/Waiver	Delegation to Contract Compliance Officer	Procurement Start:
12	Cleansing and open spaces	Loughborough Playground Improvements	Tender	Yes	01/02/2022
13	Cleansing and open spaces	Bell Foundry POS Enhancements	Tender	Yes	01/02/2022
14	Cleansing and open spaces	Lodge Farm POS Enhancements	Tender	Yes	01/03/2022
15	Cleansing and open spaces	Radmoor Road POS Enhancements	Tender	Yes	01/03/2022
16	Cleansing and open spaces	Shelthorpe Golf Course Fencing	Tender	Yes	01/03/2022
17	Information Services	Web content and hosting - provision of an application which allows the creation and management of online/web content for www.charnwood.gov.uk and supporting sites (e.g. Town Hall). This also includes the security, storage and access to the system	3 quotes/ framework/ waiver	Yes	31/07/2021

No.	Service Area	Contract Title / Description	Tendering Method: 3 Quotes/Waiver	Delegation to Contract Compliance Officer	Procurement Start:
18	Information Services	Backup - includes the backup of all user's information host in the Office 365 environment (email, onedrive, teams, sharepoint files, etc)	3 quotes/ framework	Yes	01/09/2021
19	Information Services	Network switches - covering the replacement and support of networking devices to support all CBC users	3 quotes/ framework	Yes	18/09/2021
20	Landlord Services	Procurement Support	Framework	Yes	01/02/2021
21	Landlord Services	Ladder System	Tender	Yes	01/04/2021
22	Landlord Services	Digital Aerials - to provide repairs and renewals	Framework	Yes	01/05/2021
23	Landlord Services	Compliance Document Management System	Tender	Yes	01/05/2021
24	Landlord Services	Alarm maintenance services	Framework	Yes	01/09/2021

No.	Service Area	Contract Title / Description	Tendering Method: 3 Quotes/Waiver	Delegation to Contract Compliance Officer	Procurement Start:
25	Landlord Services	Contents insurance	Framework	Yes	23/09/2021
26	Landlord Services	Pilot alarm upgrade for digital transformation	Tender	Yes	01/01/2022
27	Landlord Services	Washroom facilities services	Framework	Yes	01/02/2022
28	Neighbourhood Services	Domestic Abuse Outreach Services	Waiver / Tender	Yes	01/04/2021
29	Neighbourhood Services	Replacement CCTV Hardware	Tender	Yes	01/04/2021
30	Neighbourhood Services	Sentinel - License and Maintenance	Waiver	Yes	01/04/2021
31	Neighbourhood Services	Sports Equipment	Tender	Yes	01/04/2021
32	Neighbourhood Services	Crime Prevention Equipment	Tender	Yes	01/04/2021
33	Planning & regeneration	Shepshed Public Realm - street works procurement	Framework	No	01/07/2021

No.	Service Area	Contract Title / Description	Tendering Method: 3 Quotes/Waiver	Delegation to Contract Compliance Officer	Procurement Start:
34	Planning & regeneration	Commercial Development Review - evidence study to support the Local Plan Examination in Public	Tender	Yes	01/04/2021
35	Planning & regeneration	Gypsy and Traveller Needs Assessment - evidence study to support the Local Plan Examination in Public	Tender	Yes	01/04/2021
36	Planning & regeneration	Walking & Cycling Infrastructure Plan - consultancy support to prepare a plan to support delivery of the Local Plan	Tender\Framework	Yes	01/04/2021
37	Planning & regeneration	Local Plan Programme Officer - appointment of an independent officer to support Examination in Public of Local Plan	3 quotes\Framework	Yes	01/07/2021
38	Planning & regeneration	Carbon Neutral Plan Refresh - refresh of the draft Carbon Neutral Plan to take account of financial changes following the pandemic	3 quotes\Framework	Yes	01/04/2021
39	Planning & regeneration	Cycle to Work plan	Framework	Yes	01/04/2021

No.	Service Area	Contract Title / Description	Tendering Method: 3 Quotes/Waiver	Delegation to Contract Compliance Officer	Procurement Start:
40	Planning & regeneration	Connected Loughborough - preparation of a plan and business case for connection improvements within Loughborough	3 quotes\Framework	Yes	01/04/2021
41	Planning & regeneration	Loughborough Lanes & Links Project	3 quotes\Framework	Yes	01/04/2021
42	Street Management - Car Parks	WPS Car parks maintenance contract (hardware - barriers, paystations and equipment for Beehive Lane and Granby Street	Waiver	Yes	on-going
43	Planning / Street Management	On-Street Residential ChargePoint Scheme (ORCS) - Grant funded Electric Vehicle (EV) charge points installation within feasible Charnwood public car parks supporting residential EV charging.	Tender\Framework	Yes	01/03/2021
44	Street Management - Car Parks	Secure cash collections and processing from Charnwood car parks	Tender	Yes	01/09/2021

No.	Service Area	Contract Title / Description	Tendering Method: 3 Quotes/Waiver	Delegation to Contract Compliance Officer	Procurement Start:
45	Street Management - Car Parks	Payment Service Provider for Debit/credit card transactions at car parks	3 quotes\Waiver	Yes	On-going
46	Regulatory Services - Food Safety	Food Safety EHO consultants for the provision of Food Safety Inspection and Enforcement.	Tender/Matrix CR	Yes	01/04/2021
47	Regulatory Services - Food Safety	EHO Consultants for COVID 19 compliance and enforcement	Tender/Matrix CR	Yes	01/04/2021
48	Regulatory Services - Environmental Protection	Air Quality monitoring equipment replacement and maintenance	3 Quotes/Waiver	Yes	01/04/2021

APPENDIX B

Annual Procurement Plan 2021/2022 – Contracts Greater than £75,001, but less than £500,000

No.	Service Area	Contract Title / Description	Tendering Method: (Full Tender)	Delegation to Contract Compliance Officer	Procurement Start:
1	Cleansing & Open Spaces	Shelthorpe POS Enhancements	Tender	Yes	01/07/2021
2	Cleansing & Open Spaces	Queens Park	Tender	Yes	01/10/2021
3	Cleansing & Open Spaces	Lodge Farm MUGA	Tender	Yes	01/01/2022
4	Commercial Development- Town Hall	Loughborough Pantomime production and delivery of annual pantomime	Tender	Yes	02/01/2022
5	Information Services	Microsoft Enterprise Agreement (including Cloud hosting); covers the purchase of Software assurance and	Tender\Framework	Yes	01/06/2021

No.	Service Area	Contract Title / Description	Tendering Method: (Full Tender)	Delegation to Contract Compliance Officer	Procurement Start:
		licensing for all Microsoft products used by the authority (this includes the Windows operating system, Exchange (email), SharePoint (Intranet) MS Office 365, sql and any products used in the Server environment, plus any Microsoft cloud hosting costs and licences within Azure			
6	Information Services	Security; Unified Threat Management (UTM) system - covers the central management of IT security (Firewalls, third party VPN access) and email and web security	Tender\Framework	Yes	10/03/2022
7	Information Services	Corporate payments - Payments software which support all face to face, telephony and web-based payment systems	Tender\Framework	Yes	31/03/2022
8	Information Services	Data Centre; update or relocation of the onsite Date Centre - this is dependent on the decisions made on office accommodation	Tender\Framework	Yes	31/03/2022

No.	Service Area	Contract Title / Description	Tendering Method: (Full Tender)	Delegation to Contract Compliance Officer	Procurement Start:
9	Landlord Services	Consultant Services: Auditors gas /electrical	Framework	Yes	01/05/2021
10	Landlord Services	Stairlifts, Passenger, Hoists & Disabled Access Equipment Service, Repair & Installation	Framework	Yes	01/05/2021
11	Landlord Services	Asbestos removal	Framework	Yes	01/05/2021
12	Landlord Services	Asbestos surveying	Framework	Yes	01/05/2021
13	Landlord Services	Void property security	Framework	Yes	01/05/2021
14	Landlord Services	Void property cleaning and clearing	Framework	Yes	01/05/2021
15	Landlord Services	Quantity Surveying / Contract Management Consultancy	Framework	Yes	01/05/2021
16	Landlord Services	Drain Clearance and CCTV	Framework	Yes	01/05/2021
17	Landlord Services	Water Treatment (Legionella Bacteria Control) Works	Framework	Yes	01/05/2021
18	Landlord Services	Provision of Personal Protective Equipment and Clothing	Framework	Yes	01/05/2021

No.	Service Area	Contract Title / Description	Tendering Method: (Full Tender)	Delegation to Contract Compliance Officer	Procurement Start:
19	Landlord Services	Fire Safety & Security / Fire Risk Assessments	Framework	Yes	01/05/2021
20	Landlord Services	Fire Alarm and Emergency Lighting Contract	Framework	Yes	01/05/2021
21	Landlord Services	Lone Working	Framework	Yes	01/05/2021
22	Landlord Services	Fixed wire testing and electrical works	Framework	Yes	01/05/2021
23	Landlord Services	OHH contractor	Framework	Yes	01/05/2021
24	Landlord Services	EWI Repairs	Framework	Yes	01/05/2021
25	Landlord Services	Installation and maintenance of mechanical extraction and ventilation	Framework	Yes	01/05/2021
26	Landlord Services	Door Entry - to provide Servicing, Responsive Repairs and Maintenance	Framework	Yes	01/05/2021
27	Landlord Services	UPVC repairs - to cover repairs, maintenance to UPVC doors and windows	Framework	Yes	01/05/2021

No.	Service Area	Contract Title / Description	Tendering Method: (Full Tender)	Delegation to Contract Compliance Officer	Procurement Start:
28	Landlord Services	Communal cleaning of internal council blocks	FTS Tender	Yes	30/12/2021
29	Neighbourhood Services	Portacabin for community hub	Tender	Yes	01/04/2021
30	Neighbourhood Services	CCTV Hardware	Tender	Yes	01/04/2021
31	Planning & Regeneration	Shepshed Public Realm - street works contractor	Tender\Framework	Yes	01/06/2021
32	Planning & Regeneration	Shepshed Public realm - street works project manager and clerk of works	Tender\Framework	Yes	01/06/2021
33	Planning & Regeneration	Transport Modelling - Sensitivity testing the Charnwood Local Plan transport mitigation package ahead of Examination in Public	Tender\Framework	Yes	01/04/2021
34	Planning & Regeneration	Examination in Public Inspector - Appointment of an independent Inspector to conduct Examination in Public of the Charnwood Local Plan on behalf of the Secretary of State	Tender\Framework	Yes	01/07/2021

No.	Service Area	Contract Title / Description	Tendering Method: (Full Tender)	Delegation to Contract Compliance Officer	Procurement Start:
35	Planning & Regeneration	Shepshed Public Realm Construction Procurement Support & Principal Designer - consultancy support for the preparation of the Invitation to Tender, preparation of contract documents and tender evaluation.	Tender\Framework	Yes	01/07/2021
36	Planning & Regeneration	Shepshed Public Realm Construction - contractor to undertake the street works and project management/supervisor support	Tender\Framework	Yes	01/08/2021
37	Property Services	Culvert repairs to Granby Street car park	Tender	Yes	01/03/2021
38	Property Services for Services Street management	Beehive car park improvements including window replacement programme and redecorating	Tender	Yes	01/04/2021
39	Street Management / Planning	Loughborough car parks Electric Vehicle accessibility and charging project through Loughborough Town Deal	FTS/Open Tender	Yes	01/09/2021

No.	Service Area	Contract Title / Description	Tendering Method: (Full Tender)	Delegation to Contract Compliance Officer	Procurement Start:
40	Street Management	Leicestershire Flex-D joint project for feasibility and installation of solar powered electric vehicle charging hubs	FTS/Open Tender	Yes	01/09/2021

CABINET - 11TH MARCH 2021

Report of the Chief Executive Lead Member: Councillor Jonathan Morgan

Part A

ITEM 9 CORPORATE DELIVERY PLAN 2021-22

Purpose of Report

To propose the Council's Corporate Delivery Plan for 2021-22.

Recommendations

1. That the 2021-22 Corporate Delivery Plan, appended to this report, be approved.
2. That delegated authority be given to the Chief Executive, in consultation with the Leader, to make minor amendments to the Corporate Delivery Plan.

Reasons

1. To identify the Council's key activities and performance indicators for 2021-22 that support the objectives set out in the Corporate Strategy (2020-2024).
2. To allow minor corrections and amendments to be made in a timely manner prior to publication and throughout the 2021-22 Corporate Delivery Plan.

Policy Justification and Previous Decisions

Cabinet approved the Corporate Strategy (2020-2024), on 16 January 2020, as the long-term vision for Charnwood. The Corporate Strategy will act as a guide to the development of future corporate strategies and plans, and wider partnership working where appropriate.

This Corporate Delivery Plan is a one-year plan for 2021-22 which supports the delivery of the Corporate Strategy, by setting out both the key activities that services will undertake to deliver the objectives and the key corporate indicators that will be used to monitor progress.

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

Implementation Timetable including Future Decisions and Scrutiny

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

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

Report Implications

The following implications have been identified for this report.

Financial Implications

The Corporate Delivery Plan 2021-22 will be funded within the financial strategy and budget approved by Council. At this stage, on the basis of the financial strategy, the Corporate Delivery Plan 2021-22 does not have any additional financial implications.

Risk Management

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

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

Equality and Diversity

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

In supporting the Corporate Strategy (2020-24), the Corporate Delivery Plan 2021-22 has a strong focus on activities and performance indicators which support residents’ priorities and those areas that the Council recognises as requiring additional support; therefore the Corporate Delivery Plan should be beneficial for many of those within the community who need us the most.

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

- eliminate discrimination, harassment and victimisation and other conduct prohibited by the Act.

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

Crime and Disorder

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

Key Decision:	Yes
Background Papers:	Cabinet, 16th January 2020, Item 8, Corporate Strategy 2020-24 Cabinet, 12 th March 2020, Item 7, Corporate Delivery Plan 2020-2021
Officer(s) to contact:	<p>Rob Mitchell Chief Executive 01509 634600 rob.mitchell@charnwood.gov.uk</p> <p>Helen Gretton Organisational Development Manager 01509 634556 helen.gretton@charnwood.gov.uk</p>

Part B

Background

1. A Corporate Strategy for 2020-2024 was agreed by Cabinet on 16 January 2020. The Corporate Strategy was influenced by the priorities gathered from residents during consultation in autumn 2019.

Development of the Corporate Delivery Plan

2. This Corporate Delivery Plan, which covers 2021-22, is the second Plan of the new Corporate Strategy.
3. The Corporate Delivery Plan is structured in three parts: firstly, it includes an introduction from the chief executive and outlines the performance management framework at the council and the current financial statement; secondly, it outlines the activities and tasks which will support the objectives set out in the Council's Corporate Strategy; thirdly, it identifies key indicators which will monitor the Council's corporate performance.
4. Heads of Service completed the Corporate Delivery Plan by outlining the activities that they would be undertaking in the forthcoming year to support the objectives within the Corporate Strategy.
5. As this Corporate Delivery Plan only measures corporate initiatives, activities and indicators, each service area also produces an individual service plan and service indicators. Service plans will be primarily for the use of services to manage their activity on an ongoing basis. Activities which feature in the Corporate Delivery Plan will be outlined in greater detail in these service plans.
6. This Corporate Delivery Plan will be used by Directors and Elected Members to monitor progress and achievement against the activities, ensuring that activities are delivered and targets are on track.
7. In conjunction with the Corporate Strategy and Medium-Term Financial Strategy, this document will help the Council meet a range of challenges and shape the future direction.
8. Due to the COVID-19 pandemic and the re-direction of officers to support the Council response within the community, reporting against the 2020-21 Corporate Delivery Plan was suspended.
9. In recognition that a significant amount of officer time is still be allocated to the response and recovery of the pandemic, a separate section has been included in the Delivery Plan outlining the key areas of work still live.

Annex

Appendix 1- Corporate Delivery Plan (2020-21)

Appendix 2- Strategic Direction Document (2020-2024)

Corporate Delivery Plan 2021-2022

Charnwood Borough Council

Introduction from the Chief Executive

Welcome to the Council's Corporate Delivery Plan for 2021/22. This is the second year of our new Corporate Strategy and the first step towards becoming a more efficient, effective and dynamic organisation.

Clearly the pandemic has had a significant impact upon the borough and we have been supporting residents and local businesses throughout the crisis. That will continue but we are also focused upon helping the borough build back better and recover into a stronger position than before. The priorities in our corporate strategy will support this recovery.

Over the Corporate Strategy period we will become a more digitally and commercially focused organisation. Our investments will work harder and smarter to generate revenue as funding reduces from other sources.

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

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

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

The objectives in the Corporate Delivery Plan will deliver meaningful improvements to our residents and they will be closely measured to ensure success.

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

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

Values

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

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

Performance Management Framework

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

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

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

The Corporate Delivery Plan will be monitored by the Senior Leadership Team (SLT), Heads of Service and Scrutiny Committees to ensure that progress is made against the objectives and that targets are on track and delivered.

All areas of the Council contribute to the delivery of the Corporate Strategy. Therefore, each service area will also produce a service plan.

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

This is outlined in the diagram below:



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

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

The Services, Workspace and People programme (SWaP Programme) is the driver to create a flexible, efficient and effective organisation, fit for the modern-day challenges of local government.

However, to meet the challenges ahead the Council needs to:

- look at all services and find ways to make them more efficient and ensure they are meeting the needs of customers.
- review Council accommodation to create a more modern working environment, while considering many more people will be working from home and others will be out in the community.
- look at how staff are developed. What skills are required, what behaviours do we want and can we work in different ways to bring benefits for us all.

There is also a financial challenge that drives our need to change and that's something we cannot ignore.

The SWaP Programme Board is chaired by the Chief Executive and all Strategic Directors are board members.

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

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

Financial Statement

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

However, the impact of COVID-19 on our finances has been significant and we undoubtedly face more challenges in the years ahead. The continued uncertainty created by the pandemic combined with the prospective reductions in Government funding, is likely to make it difficult to maintain services at current levels.

For 2021/22 the budget is balanced having a relatively limited impact on services. However, that is based on using £1 million of reserves and having found £2.1m in savings and additional income generation. Notwithstanding uncertainties created by COVID-19, this is not a sustainable model and therefore we must adapt. Acting now will minimise the impact on customers and employees in the future.

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

The Government's Fair Funding Review has been delayed for at least a further year but at some point we should reach a state of greater clarity about the longer-term funding of local government. We hope this means multi-year settlements which will help us plan with greater certainty for future years. The ability to plan for the medium term would be much welcomed and will be better for the organisation and the Borough we serve.

COVID-19 RESPONSE and RECOVERY

It is recognised that the COVID-19 pandemic has caused the diversion of significant resources to deal with the response to and recovery from the pandemic.

A decision was made in the Spring of 2020 to suspend collecting updates centrally regarding the Corporate Delivery Plan 2020-21 - this continued throughout the financial year. However, it was stated that services needed to ensure that they monitored performance throughout the year.

It is likely that the Council will need to continue its response and recovery work well into 2021 and beyond.

The details below outline the additional activity the pandemic has generated – this does not capture the day to day activity to maintain services and respond to the changes in restrictions.

Area	Activity	Lead
Local Resilience Forum (LRF)	<ul style="list-style-type: none"> Support the LRF through participating in the Strategic and Tactical Co-ordinating Groups 	Chief Executive
Compliance and Enforcement	<ul style="list-style-type: none"> Co-ordination of compliance and enforcement across the Borough, County and City and linking into MHCLG, OPSS, DHSC and other departments to facilitate effective compliance with the COVID legislation. 	Chief Executive/Head of Regulatory Services.
Economic Recovery Cell	<ul style="list-style-type: none"> Town centres and business support Recovery of Leisure Centres from COVID-19 restrictions Recovery of the Museum and Town Hall from COVID-19 restrictions 	Strategic Director - Community Planning and Housing
Community Recovery Cell	<ul style="list-style-type: none"> Support the 3 existing Community Hubs Marios Tinenti Centre, Altogether Place and The Hut to develop COVID-19 Recovery Plans aimed at building community resilience and capacity. Charnwood Community Action 	Strategic Director - Community Planning and Housing
Business Grants Test and Trace payments	<ul style="list-style-type: none"> Administration of various COVID-19 related business and personal support payments/grants 	Strategic Director - Environment and Corporate Services
Homelessness	<ul style="list-style-type: none"> Coordination and administer the MHCLG/PHE requirements under Everyone In, Next Steps Accommodation and Protect Plus initiatives across the Borough. 	Head of Strategic and Private Sector Housing
Vaccination Process	<ul style="list-style-type: none"> Support the NHS with the delivery of the Vaccination Centre at Southfields and any other locations in Charnwood 	Chief Executive / Strategic Director - Commercial Development, Assets and Leisure
Testing	<ul style="list-style-type: none"> Support Public Health Leicestershire with the establishment of various test centres across the Borough 	Head of Strategic Support
Joint working across Charnwood	<ul style="list-style-type: none"> Co-ordinate joint working across the Borough, including education, health and specifically Loughborough University and College 	Chief Executive
Comms – internal / external	<ul style="list-style-type: none"> Continue to keep residents, businesses and organisations informed about critical information relating to COVID-19 and Council services 	Communications Manager

CARING FOR THE ENVIRONMENT

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2021-2022)	Measurable Success Criteria		Responsibility	Start / End Date	
Climate Change: Take action to become a carbon neutral organisation by 2030, to help tackle climate change.	Increase tree planting throughout the borough to absorb carbon from the atmosphere (sequestration)	Hathern Woodland project complete		Head of Cleansing and Open Spaces	Qtr.1	Qtr.3
	Complete air quality review and assessment report and submit to DEFRA	A)	Review undertaken and submitted to DEFRA for approval by July 2020	Head of Regulatory Services	Qtr.1	Qtr.4
		B)	Revocation of Air Quality Management Areas, where there is a sustained compliance with the air quality (currently 4 areas)			
	Undertake a feasibility study and develop a plan for the installation of electric vehicle charging points within the Council's car parks across the Borough	Install electric vehicles charging points at Anstey and Sibleby Car Parks (dependency upon funding) - by March 2022		Head of Regulatory Services	Qtr.1	Qtr.4
	Develop and implement a phased "green market" action plan and marketing campaign to encourage new green traders to join Loughborough market, e.g. focus on plastic free	Phased "green market" action plan and marketing campaign approved by March 2022 Phase 1 of the "green market" plan fully implemented by March 2022		Head of Leisure & Culture	Qtr.1	Qtr.4
	Prepare a revised Carbon Neutral Plan and action plan to 2030.	Carbon Neutral Plan adopted by Cabinet by September 2021		Head of Planning & Regeneration	Qtr.1	Qtr.2
	Develop a biodiversity strategy to manage financial contributions received from developments	Biodiversity Strategy adopted by Cabinet by December 2021		Head of Planning & Regeneration	Qtr.1	Qtr.3

CARING FOR THE ENVIRONMENT

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2021-2022)	Measurable Success Criteria	Responsibility	Start / End Date	
	Develop a monitoring system to track the number of new trees secured from major planning permissions with landscape plans	Monitoring system to track the number of new trees in place by December 2021	Head of Planning & Regeneration	Qtr.1	Qtr.3
Parks and Open Spaces: Develop, improve and continue to care for our parks and open spaces, so they can be enjoyed by everyone.	Secure long-term future capacity for burials in Loughborough by completing the construction of the cemetery at Nanpantan	Construction of the cemetery at Nanpantan complete by March 2022	Head of Cleansing and Open Spaces	Qtr.1	Qtr.4
Protecting our Environment: Help protect our environment by using all powers available to tackle those who threaten it.	Undertake targeted fly-tipping enforcement with mobile CCTV camera monitoring within 3 'hot spot' locations within the Borough	3 enforcement exercises undertaken with a 5% reduction of fly-tipping reports in each of the targeted locations (baseline - the corresponding period the previous year)	Head of Regulatory Services	Qtr.1	Qtr.4
	Undertake a targeted waste education and enforcement campaign with Loughborough University and main Landlords "moving in and out" for students	15% reduction in the amount of side waste and bins on street in the targeted locations at the end of the University Terms (baseline - the corresponding period the previous year)	Head of Regulatory Services	Qtr.1	Qtr.4
Waste and Recycling: Improve and develop our outstanding waste and recycling service to make it more efficient, more resilient and better for the environment.	Investigate long term opportunities for changing the refuse vehicles from fossil fuel to electric power by 2030	Undertake an electric refuse vehicle trial	Head of Cleansing and Open Spaces	Qtr.1	Qtr.4

HEALTHY COMMUNITIES

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2021-2022)	Measurable Success Criteria	Responsibility	Start / End Date	
Safer Charnwood: Continue to work with partners to make our towns and villages safer places to live, work and visit	Following approval, adopt & implement the Corporate Anti-Social Behaviour Policy to continue to ensure Charnwood is a safer place to live, work and visit	Final Policy agreed and implemented by Sept 2021	Heads of Landlord Services; Neighbourhood Services & Regulatory Services	Qtr.1	Qtr.4
	In conjunction with partners, deliver 8 crime prevention campaigns / events with the aim of preventing and deterring crime, and creating safer communities free from harm and violence	A) 8 crime prevention campaigns / events delivered	Head of Neighbourhood Services	Qtr.1	Qtr.4
		B) KI12: Reduction in all crime			
	Work with partners to prevent and reduce incidents of 'serious violence' through the delivery of 2 serious violence reduction initiatives	2 serious violence reduction initiatives delivered	Head of Neighbourhood Services	Qtr.1	Qtr.4
	Review the "Special Cumulative Impact Policy" contained within the Licensing Act	Final Policy agreed and published by June 2021	Head of Regulatory Services	Qtr.1	Qtr.2
	Review the Private Hire and Hackney Carriage Policy	Final Policy agreed and published by June 2021, contributing to the safe transportation of residents in licensed vehicles.	Head of Regulatory Services	Qtr.1	Qtr.2
	Undertake consultation in relation to the Private Sector Housing Licensing Scheme and finalise Policy (subject to consultation analysis)	Consultation undertaken and Policy finalised (subject to consultation analysis) for decision at Cabinet by March 2022	Head of Strategic and Private Sector Housing	Qtr.1	Qtr.4
Supporting our communities: Invest in services to help those	Review and implement a revised Charnwood Grants Scheme	Revised Charnwood Grants Scheme in place by April 2021	Head of Neighbourhood Services	Qtr.1	Qtr.1

HEALTHY COMMUNITIES

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2021-2022)	Measurable Success Criteria		Responsibility	Start / End Date	
who are most vulnerable, empower people to make a positive difference in their local areas and ensure community cohesion remains a top priority	Help residents of Charnwood save money on their energy bills by promoting the Charnwood Big Switch	Increase the take up of Collective Switching by 10% across the year		Head of Strategic and Private Sector Housing	Qtr.1	Qtr.4
Healthy and happy residents: Provide high-quality leisure facilities and sports activities for people and offer services to improve wellbeing, either directly or with our partners	Supporting communities to re-engage with leisure activities	A)	LS10(a): Leisure Centres- total number of visits	Head of Leisure & Culture	Qtr.1	Qtr.4
		B)	LS10(b): Number of new members at Leisure Centres (including Swim School programme)			
Housing: Help those in need of accommodation by continuing to make our council homes better for tenants and work with developers and the privately-rented sector to ensure high-quality homes are available to residents	Continue to meet the housing needs of households on the housing register by bringing Empty Homes back into use through housing advice / assistance and partnership grants	35 Empty homes brought back into use as a result of action by the Council		Head of Strategic and Private Sector Housing	Qtr.1	Qtr.4
	Set a strategy for the identification of Major Capital projects for remodelling housing landlord stock	Development of a strategy as the initial step		Strategic Director - Community Planning and Housing	Qtr.1	2022/23
	Deploy available resources from the Right to Buy Receipts to acquire additional properties	Purchase between 10 and 20 properties in 2021-2022 to meet the housing needs of the Borough		Head of Strategic and Private Sector Housing	Qtr.1	Qtr.4
	Set out the investment requirements necessary to manage, maintain and invest in the Council's housing stock and how this activity will be resourced	Develop a Housing Revenue Account (HRA) Business Plan and Asset Management Strategy		Head of Landlord Services	Qtr.1	Qtr.4

HEALTHY COMMUNITIES

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2021-2022)	Measurable Success Criteria	Responsibility	Start / End Date	
		Final Policies agreed and published by March 2022			
	Fulfil the Council's obligations under the Tenancy Standard (2012) by setting out a framework to determine the type of tenancy offered to new tenants and the criteria considered when deciding which type of tenancy to offer	Development of a revised Tenancy Policy Final Policy approved and published by March 2022	Head of Landlord Services	Qtr.1	Qtr.4
	Deliver a programme of new kitchens, bathrooms, and heating systems to maintain compliance with the Decent Homes Standard	K15: 0% non-decent council general needs homes	Head of Landlord Services	Qtr.1	Qtr.4

A THRIVING ECONOMY

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2021-2022)	Measurable Success Criteria	Responsibility	Start / End Date	
Economic growth: Continue to support and foster strong economic growth in Charnwood.	Promote the InCharnwood brand through a programme of events to further inward investment opportunities to the Borough	A)	Business event promoting the InCharnwood brand held	Head of Planning & Regeneration	Qtr.1 Qtr.4
		B)	Exhibit at 2 business exhibitions and networking events		
	Work with partners to support the delivery of the strategic growth plan and preparation of a statement of common ground	Signed Statement of Common Ground complete by June 2021	Head of Planning & Regeneration	Qtr.1 Qtr.1	
	Submit the local plan to the Secretary of State for independent examination in public	Local Plan submitted to the Secretary of State by September 2021	Head of Planning & Regeneration	Qtr.1 Qtr.2	
	Review the Economic Strategy to respond to the Covid Pandemic. Move to recovery section	Revised Economic Strategy approved by March 2022	Head of Planning & Regeneration	Qtr.1 Qtr.4	
	Support the delivery of the Town Deal Town Investment Plan (TIP)	Support provided to the Town Deal Board Bard to develop the action plan and relevant business cases as required	Head of Planning & Regeneration	Qtr.1 Qtr.4	
	In conjunction with the Office for Product Safety & Standards and East Midlands Councils, implement the Strategic Regulations Network for sharing best practice and campaigns for business compliance and support across the East Midlands	New Strategic Regulatory Network for Councils across the East Midlands in place, resulting in improved consistency of approach and safer businesses.	Head of Regulatory Services	Qtr.1 Qtr.4	
Towns: Whilst respecting the heritage of our town centres, lead, support and collaborate (with partners and the private	Improve the public realm in our towns by developing a Lighting Strategy for the Lanes Project in Loughborough town centre, to support delivery of the Council's Master Plan and TIP	Develop a Lighting Strategy by March 2022.	Head of Leisure & Culture	Qtr.1 2022/23	

A THRIVING ECONOMY

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2021-2022)	Measurable Success Criteria	Responsibility	Start /	End Date
sector) to progress regeneration opportunities across Charnwood, ensuring future generations have access to high-quality jobs, growing Charnwood's reputation as a place where businesses thrive and helping our high streets become more diverse places.	Work in partnership with the BID to complete business planning for the Living Loughborough Project as included in the Town Deal Investment Plan for Loughborough	Completion of the business planning for the Living Loughborough Project	Head of Leisure & Culture	Qtr.2	2022/23
	Support the Board to develop activities to celebrate the centenary of the Carillon in 2023	Submit an Arts Council Grant for the Carillon audience development work Support the submission of a Heritage Lottery Bid	Head of Leisure & Culture	Qtr.2	2022/23
	Work with partners to raise the profile of Loughborough as a destination by celebrating the 800 th year of the Market and Fairs Charter and to provide a catalyst for regeneration opportunities	Publish a yearlong programme of events and initiatives in celebration of the 800-year market and fairs Royal Charter	Head of Leisure & Culture	Qtr.1	Qtr.4
	To work with the Leicester and Leicestershire Local Enterprise Partnership (LLEP) in order to support the Charnwood Enterprise Zone Implementation Groups (Charnwood Campus and LUSEP)	Regular meetings of the groups with associated implementation plans and associated actions.	Chief Executive and Head of Planning & Regeneration	Qtr.1	Ongoing
	Deliver the Bedford Square Gateway Public Realm Project	Project milestones for 2021/22 are met	Head of Planning & Regeneration	Qtr.1	Qtr.4
	Deliver the Shepshed Town Centre Public realm Project	Project milestones for 2021/22 are met	Head of Planning & Regeneration	Qtr.1	Qtr.4
Culture and visitor: Help make Charnwood, and its beautiful open countryside and	Improve the quality of our open spaces	Complete the construction of the Outwoods Visitor Centre Café	Head of Cleansing & Open Spaces	Qtr.1	Qtr.2

A THRIVING ECONOMY

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2021-2022)		Measurable Success Criteria	Responsibility	Start / End Date	
thriving market towns, a key destination for local, national and international visitors.	Establish a brief as part of an SLA agreement and develop a Place Making Strategy in conjunction with key stakeholders		Final Place Making Strategy agreed and published by July 2021. Two campaigns delivered <ul style="list-style-type: none"> • 800yrs of the Market • Development of a Plaza 	Head of Leisure & Culture	Qtr.1	Qtr.4
	Develop and deliver a plan for "Loughborough Markets in the 21st Century" to create sustainability and ensure the market becomes an important destination, as well as a place to shop	Create a baseline for number of market traders and related footfall	Increase the number of market traders and development of a baseline for recording footfall following the return to the town centre post COVID	Head of Leisure & Culture	Qtr.1	Qtr.2
		Extend and promote the digitised market booking scheme to support bookings and financial transaction process (street trading, special markets, events)	Fully operational digitised booking system for the market by March 2022	Head of Leisure & Culture	Qtr.1	Qtr.4
	Undertake capital improvements within Charnwood Car Parks to ensure the ongoing safe operation <ul style="list-style-type: none"> • Culvert works to Granby Street Car Park • Window replacement in the Beehive Lane Car Park 		Improved and safer car parks, supporting access to Services and facilities in Loughborough	Head of Regulatory Services	Qtr.1	Qtr.3

YOUR COUNCIL

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2021-2022)	Measurable Success Criteria	Responsibility	Start / End Date	
<p>Customer Service: Commit strongly to improving customer service, delivering outstanding services and working together to create a more vibrant and prosperous Charnwood.</p>	Develop consistent and effective frameworks for engaging with customers and improving customer service	Final Strategy approved and published by Aug 2021	Head of Customer Experience	Qtr.1	Qtr.2
<p>Transformation and Efficiency: Transform into a more efficient, effective and innovative organisation. In addition, continue to build our digital services using technology that will help us be more effective, efficient and flexible to meet customers' needs.</p>	Establish a Transformation & Efficiency Strategy and framework for the Council.	Framework agreed and published by April 2021	SWaP Board	Qtr.1	Qtr.1
	Establish a work programme for the Services, Workspace and People Board (SWaP), including a service review programme	Work programme, including service review programme fully established by April 2021, for delivery across the rest of the year and into 2022/23	SWaP Board	Qtr. 1	2022/23
	Implement the recommendations of the Anti-Social Behaviour (ASB) review to develop a co-ordinated and targeted approach to ASB work	Anti-Social Behaviour (ASB) Review fully complete by March 2022	SWaP Board	Qtr.1	Qtr.4
	Complete the implementation of the Building Control Joint Service	Service is embedded and project board closed by June 2021	Head of Planning & Regeneration	Qtr.1	Qtr.1
	Deliver the ASSURE back office system in Housing, Planning and Regulatory Services	Project milestones for 2021/22 are met	Heads of Planning & Regeneration; Regulatory Services and Customer Experience	Qtr.1	Qtr.4

YOUR COUNCIL

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2021-2022)	Measurable Success Criteria	Responsibility	Start / End Date	
Developing Staff: Develop our staff to help them deliver outstanding services and ensure our employees and elected members work together, as one council, to bring positive change to Charnwood.	Utilise the results of the Workplace Wellbeing Survey to develop a programme of health and wellbeing activities to provide support to staff.	Workplace health and wellbeing Action Plan developed, and activity undertaken by March 2022	SWaP Board	Qtr.1	Qtr.4
	Undertake and analyse results of: <ul style="list-style-type: none"> - Staff Survey - OCI Survey - Focus Groups 	Surveys and focus groups complete by June 2020	SWaP Board	Qtr.1	Qtr.1
	Develop and implement the People Development Plan (as part of the People Strategy)	Final Strategy and workplan agreed and published by April 2021	SWaP Board	Qtr.1	Qtr.3
	Develop and implement staff and leadership competencies	Competencies agreed and fully implemented by December 2021	SWaP Board	Qtr.1	Qtr.3
	Develop a new CBC leadership programme	CBC Leadership programme established, ready for implementation by December 2021	SWaP Board	Qtr.1	Qtr.3
	Develop a new Personal Review process	Personal Review process fully implemented by March 2022	SWaP Board	Qtr.1	Qtr.4
Financial stability: Continue to carefully manage our budgets, particularly by using effective procurement and well-managed contracts.	Consider options arising from the review relating to the Leisure Centre Contract by setting out road map for future contract arrangements	Set out road map for future contract arrangements by March 2022	Head of Leisure & Culture	Qtr.1	Qtr.4
	Monitor savings specified in the budget to maximise benefit realisation by the Services, Workspace and People (SWaP) Programme Board	Delivery of the savings specified in the budget report	SWaP Board	Qtr.1	Qtr.4

YOUR COUNCIL

Corporate Strategy Outcome (2020-2024)	Delivery Plan Action (2021-2022)	Measurable Success Criteria	Responsibility	Start / End Date	
Commercialism: Operate more commercially and reducing the burden on the taxpayer and government support will be a key element of this transformation.	Review the Councils land and building assets with a view to increasing income and reducing costs.	Land and building assets review complete by September 2021.	Strategic Director of Commercial Development, Assets and Leisure	Qtr.1	Qtr.3
	Complete Asset Strategy and associated Capital Plan to meet legislative requirements, prior to implementation.	Asset Strategy complete by March 2022.	Strategic Director of Commercial Development, Assets and Leisure	Qtr.3	Qtr.4
	Review the business case for building commercial and residential property for sale or rent, linked to the review of our assets.	Review produced by March 2022.	Strategic Director of Commercial Development, Assets and Leisure	Qtr.3	Qtr.4
	Track benefit realisation on newly established procurement activities	Benefit realisation identified regarding procurement activities	Strategic Director of Commercial Development, Assets and Leisure	Qtr.1	Qtr.4
One Council: Collaborate with partners, in the public and private sector, to improve services and ensure employees and members work together, as one council, and listen, talk and engage with residents to bring positive change to Charnwood.	Support the Local Government Boundary Commission for England to facilitate the Borough electoral review	Review successfully completed within the published timetable.	Head of Strategic Support	Qtr.1	Qtr.4
	Undertake effective and timely engagement with residents and staff as outlined in a Communications Strategy	Completion of a Communications Strategy for the Council	Communications Manager	Qtr.1	Qtr.3

Key Indicators 2021-2022

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

Ref	Indicator	Quarterly/ Annual	Owner	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
KI 3	Percentage of food establishments that achieve level 3 (broadly compliant) within the Charnwood Food Hygiene Rating System	Quarterly	Head of Regulatory Services	92%	92%	92%	92%	92%
KI 4(a)	Percentage of household waste sent for reuse, recycling and composting <i>(Stretch Target)</i>	Quarterly	Head of Cleansing and Open Spaces	50%	50%	50%	50%	50%
KI 4(b)	Percentage of household waste sent for reuse, recycling and composting	Quarterly	Head of Cleansing and Open Spaces	44%	44%	44%	44%	44%
KI 5	Percentage non-decent council general needs homes	Annual	Head of Landlord Services					0%
KI 6	Percentage rent collected (including arrears brought forward) <i>(Cumulative Target)</i>	Quarterly	Head of Landlord Services	90.00%	93.25%	94.55%	95.70%	95.70%
KI 7(a)	Time taken to process Housing Benefit/Council Tax new claims	Quarterly	Head of Customer Experience	18 Days	18 Days	18 Days	18 Days	18 Days
KI 7(b)	Time taken to process Housing Benefit/Council Tax change of circumstances	Quarterly	Head of Customer Experience	8 Days	8 Days	8 Days	8 Days	8 Days

Ref	Indicator	Quarterly/ Annual	Owner	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target	
KI 8	Percentage of Council Tax Collected (Cumulative Target)	Quarterly	Head of Customer Experience	29.32%	57.38%	85.48%	97.80%	97.80%	
KI 9	Percentage of non-domestic rates collected (Cumulative Target)	Quarterly	Head of Customer Experience	30.24%	56.53%	84.19%	98.70%	98.70%	
KI 10	The number of working days / shifts lost to the local authority due to sickness absence (Cumulative Target)	Quarterly	Organisational Development Manager	1.8 Days	3.4 Days	5.3 Days	7.5 Days	7.5 Days	
KI 11	Percentage rent loss from void properties (Proxy Target)	Quarterly	Head of Strategic and Private Sector Housing	2.80%	2.80%	2.80%	2.80%	2.80%	
KI 13	Percentage of Major Planning applications determined in 13 weeks or agreed timescale	Annual	Head of Planning and Regeneration					70%	
KI 14	Percentage Minor Planning Applications determined within 8 weeks or agreed timescale	Annual	Head of Planning and Regeneration					80%	
KI 15	Percentage of Other Planning Applications determined within 8 weeks or agreed timescale	Annual	Head of Planning and Regeneration					90%	
KI 18	Sustained reduction of CO2 from the 2018/19 baseline	Annual	Head of Planning and Regeneration	To be determined following the refresh of the Carbon Neutral Plan					
KI 19	Percentage of air quality monitoring locations which comply with the National Air Quality Objective Limits	Annual	Head of Regulatory Services					95%	

Ref	Indicator	Quarterly/ Annual	Owner	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
KI 20	Percentage of customers not proceeding past Stage 1 of the corporate complaint process	Quarterly	Head of Customer Experience	90%	90%	90%	90%	90%
KI 21	Number of people attending shows & events at the Town Hall	Quarterly	Head of Leisure & Culture	3,000 Attendees	3,000 Attendees	23,000 Attendees	15,500 Attendees	44,500 Attendees
KI 22	Total number of email subscribers	Annual	Communications Manager					16,850
KI 23	Total combined Twitter and Facebook audience	Annual	Communications Manager					19,800
LS10 (a)	Leisure Centres- total number of visits	Quarterly	Head of Leisure & Culture	70,000 Visits	100,000 Visits	125,000 Visits	157,200 Visits	452,200 Visits
LS10 (b)	Number of new members at Leisure Centres (including Swim School programme)	Annual	Head of Leisure & Culture					150 New Members
NI 191	Residual household waste per household	Quarterly	Head of Cleansing & Open Spaces	110kg/ household	110kg/ household	110kg/ household	110kg/ household	440kg/ household

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

Ref	Indicator	Quarterly/ Annual	Owner	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target	
KI 1	Net additional homes provided <i>(Cumulative Target)</i>	Quarterly	Head of Planning & Regeneration	276 Homes	552 Homes	828 Homes	1,105 Homes	1,105 Homes	
KI 2	Number of affordable homes delivered (gross) <i>(Cumulative Target)</i>	Quarterly	Head of Planning & Regeneration	45 Homes	90 Homes	135 Homes	180 Homes	180 Homes	
KI 12	Reduction in crime <i>(Cumulative Target)</i>	Annual	Head of Neighbourhood Services	To be determined by the Community Safety Partnership from a baseline, at 31 st March 2021.					
KI 16	Number of years housing supply	Annual	Head of Planning & Regeneration					5 Years	
KI 17	Direction of travel to 5 year housing supply	Quarterly	Head of Planning & Regeneration	Metric and direction of travel towards attainment of KI 16 to be supplied on a quarterly basis.					

CABINET 11TH MARCH 2021

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

Part A

ITEM 10 CHARNWOOD COMMUNITY GRANTS, CHARNWOOD FACILITIES GRANTS AND MEMBERS GRANTS SCHEMES

Purpose of Report

The purpose of this report is to seek approval for the revised Charnwood Community Grants, Community Facilities and Member Grants schemes.

Recommendations

1. That the revised Charnwood Community Grants Scheme as outlined in Part B, sections 7 to 22, and as set out in Appendices A and B is approved.
2. That the revised Charnwood Facilities Grants Scheme as outlined in Part B, sections 23 to 32, and as set out in Appendices C and D is approved.
3. That the revised Member Grants Scheme as outlined in Part B, sections 33 to 35, and as set out in the Guidance Note attached at Appendix E is approved.
4. That the Head of Neighbourhood Services is given delegated authority, in agreement with the Lead Member, to make any further minor amendments to the documents as maybe necessary.

Reasons

1. Following the 2021/22 budgets being agreed at Cabinet on the 11th February 2021, the grants scheme has been reviewed and changes made, resulting in the proposed new combined grants scheme called Charnwood Community Grants.
2. Following the 2021/22 budgets being agreed at Cabinet on the 11th February 2021, the Community Facilities Grant scheme has been revised, removing the Feasibility study and small environmental project elements (after identifying the low numbers of applications over the last 5 years), and the inclusion of certain sports related projects.
3. Following the 2021/22 budgets being agreed at Cabinet on the 11th February 2021, the Member Grants scheme has been updated to reflect the amount allocated to each Elected Member.
4. To enable any changes that may need to be made.

Policy Justification and Previous Decisions

The Council's Corporate Strategy 2020-2024 makes a commitment to deliver high quality living with a range of services to meet the needs of our diverse community. It makes a commitment to support our communities by delivering a range of services which not only help residents, but also empowers them to make a positive difference in their local areas and that community cohesion will remain a priority. In addition, it wants residents to live healthy and active lifestyles and to offer services to improve wellbeing, either directly or with our partners.

At its meeting on 12th April 2012, Cabinet agreed the revised Community Grants Criteria to reflect the changes in the Council's Corporate Plan. The Council's Corporate Plan 2016-2020 was approved by Council on the 29th February 2016. A review of the existing grants criteria was undertaken, and it was concluded that the existing criteria was still appropriate and aligned with the priorities of the Corporate Plan 2016-2020.

At its meeting on the 9 July 2020 Cabinet approved the VCS Covid 19 Recovery Grants scheme to respond to the impact of the COVID-19 Pandemic on the VCS in 2020/21.

At its meeting on the 11th February 2021 Cabinet approved the 2021-2022 budget for recommendation to full Council. To reflect these changes, it has been necessary to update and amend the various grants schemes as set out in this report.

Implementation Timetable including Future Decisions and Scrutiny

If approved, it is anticipated that the Charnwood Community Grants, Community Facilities Grants and the Member Grants Schemes will be launched in April 2021. The Grants Panel will score the applications and make its recommendations to be approved by Cabinet for both the Charnwood Community Grants and Community Facilities Grants schemes.

It is proposed that the recommendations from Round 1 will come to Cabinet in July 2021 and the recommendations from Round 2 will come in November 2021. The closing dates associated with each of these rounds will be advertised as part of the promotion of the revised grants schemes.

Report Implications

The following implications have been identified for this report:

Financial Implications

Charnwood Community Grants Scheme

The 2021-2022 budget for the Charnwood Community Grants scheme is £50,000.

That £15,900 allocated to the Loughborough Community Grants scheme will remain ringfenced for Loughborough based organisations within the Charnwood Community

Grants (this element is funded through the Loughborough Special Expenses) and will be taken into consideration as part of the award of grants.

The maximum grant to be awarded is £5,000 in one financial year. Organisations can apply in both rounds but only up to a maximum of £5,000 across both applications.

It is proposed that if all the budget isn't allocated in the 2 rounds that a further round will be held later in the year.

Community Facilities Grants Scheme

The amount allocated in the 2020 - 2023 Capital Plan for the Community Facilities Grants scheme is £190,000.

The maximum Community Facilities grant awarded is £20,000 subject to demonstration of 50% match funding.

Members Grants Scheme

The 2021-2022 budget for Members Grants is £26,000 (split across revenue / capital) with Members having £500 each to allocate to a maximum of two organisations in their ward with a minimum payment of £250 and maximum of £500.

For all grants schemes once a grant has been awarded the recipient organisation has 12 months in which to complete their project and draw down the grant funding.

Risk Management

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

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
No interest / low take up from local VCS to apply to the grants pot	Unlikely (2)	Significant (2)	Low (4)	Active local promotion to local VCS
That VCS organisations are at risk even after financial and business support has been provided	Likely (3)	Significant (2)	Moderate (6)	Support through VCS Development Officers to ensure Recovery Plan and access to financial advice is available

Equality and Diversity

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

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

Key Decision: No

Background Papers: None

Officers to contact: Julie Robinson
Head of Neighbourhood Services
01509 634590
julie.robinson@charnwood.gov.uk

Verity Graham
Neighbourhoods & Partnerships Co-ordinator
01509 632516
verity.graham@charnwood.gov.uk

Part B

Background

Charnwood Community Development and Engagement (including environmental), Loughborough Community Grants and VCS COVID-19 Recovery Grants

1. The Community Development and Engagement (including environmental) and Loughborough Community Grants schemes have been supporting local VCS organisations to deliver a wide range of projects / services and activities throughout the borough for a number of years. It is recognised that Voluntary and Community Sector organisations play an incredibly important, and valued, role in our borough and support the Council to deliver its aims and objectives.
2. The Community Development and Engagement grants (including environmental) provided funding for VCS organisations who deliver projects and activities that were available for the wider community in the borough with a maximum award of £10,000.
3. The Loughborough Community grants provided funding for VCS organisations who deliver projects and activities that were available for the wider community in Loughborough with a maximum award of £2,000.
4. All applications were assessed by the Grants Panel against two measures of need: how the project meets the Council's aims and objectives in meeting identified community needs and the organisational need of grant funding from the Council to enable the project to succeed. Both measures seek to demonstrate the value for money to be obtained in providing grant funding. The Community Development and Engagement Grants (including environmental) were submitted to Cabinet for approval. Both schemes previously were run in 3/4 Rounds throughout the year, with each Round being widely promoted.
5. In 2020/21 Charnwood Community Development & Engagement (including environmental) and the Loughborough Community Grants scheme were amalgamated and renamed the VCS COVID-19 Recovery Grants scheme. The allocated budgets for these grant schemes were combined (with the budget allocated to Loughborough ringfenced within this for Loughborough based organisations).
6. There was just one round of the VCS COVID-19 Recovery Grants programme. The VCS COVID-19 Recovery Grants scheme Guidance notes and application form were amended and the process was designed to make it as simple as possible for organisations to apply and the application form simplified to assist with this. The level of score achieved reflected the level of grant recommended. The maximum level of award was £5,000. The award of these grants was delegated to the Head of Neighbourhood Services, in agreement with the Lead Member for Communities, Safety and Wellbeing.

Revised Charnwood Community Grants, Community Facilities Grant and Members Grant Schemes.

Charnwood Community Grants Scheme

7. The Charnwood Community grants scheme has been revised to reflect the changes in the 2021 – 2022 budget and it is proposed that the Charnwood Community Development and Engagement Grants and Loughborough Community Grants be amalgamated into one grant scheme called the Charnwood Community Grants.
8. The criteria for the Charnwood Community Grants include an amended maximum amount of £5,000. The proposed associated Guidance Note and Application Form are attached at Appendices A and B, which set out the scheme in more detail.
9. There will now be a combined total grants pot of £50,000. The £15,900 allocated to the Loughborough element of the scheme will remain ringfenced for Loughborough based organisations within the Charnwood Community Grants (this element is funded through the Loughborough Special Expenses) and will be taken into consideration as part of the award of grants.
10. The environmental grant element of the Charnwood Community and Engagement Grant funded by SERCO came to an end in 2020 - 2021 and will not be included in the Charnwood Community Grants for 2021-2022.
11. It is proposed that there will be two Rounds of the Charnwood Community Grants programme per annum, the scheme will be launched as soon as possible following approval. It is proposed that the recommendations from Round 1 will come to Cabinet in July 2021 and the recommendations from Round 2 will come in November 2021. The closing dates associated with each of these rounds will be advertised as part of the promotion of the revised grants schemes.
12. Should the whole grant fund not be allocated in the two rounds an additional round will be held.
13. The Charnwood Community Grant criteria has been amended to make it accessible to sports clubs and sports organisations.
14. Following feedback from the VCS Covid-19 Recovery Grants, the Charnwood Community Grants application form has been amended and is attached at Appendix B. The application form will be completed by the organisation, this will be then submitted via the Grants Team (who will check that the organisation and project is eligible) before it is passed to the Grants Panel for assessment.
15. It is expected that there will be a high level of applications to the Charnwood Community grants scheme, therefore the financial position of organisations will be taken into consideration as part of the decision-making process. Applicants will be asked to confirm if reserves are already being spent-down or reserves would need to be used if an application is unsuccessful. In addition, bank account balances will also be taken into consideration and applicants will be asked to confirm why any significant surpluses cannot be used.

16. The associated assessment process has been adapted to ensure that the scoring system is directly related to the questions on the application form, with each question having a maximum score of 5. The Grants Panel will assess the applications and score against each of the questions, with a maximum score of 35.
17. The scoring and assessment process will allow the Grants Panel members to provide an overall score of the application itself as well as provide additional comments based on the knowledge they have of groups, emerging issues in the sector or localities as well as things they have picked out from the application which can be brought to the meeting for discussion. It is proposed that the level of score achieved will reflect the level of grant recommended. A low score will result in no award being recommended, a medium score will result in some of the grant applied for being awarded, with high scoring applications receiving most, if not all of the funding applied for. These recommendations will come forward to Cabinet for approval.
18. The Charnwood Community Grants scheme will be advertised along with a Guidance note, including the criteria, (see Appendix A) outlining what the grants can be used for, how to apply for it etc.
19. The maximum level of award will be £5,000.
20. An applicant would only be able to apply for one grant.
21. Organisations will then be notified of the outcome of their application.
22. An agreed Monitoring and Evaluation process will be put in place to ensure the appropriate use of the grant and ensure an update on the progress of the organisation / project is received.

Community Facilities Grants Scheme

23. The Community Facilities Grant, previously included funding toward feasibility studies and small environmental projects has been reviewed. Both the feasibility study element and small environmental project element of this grant have had limited applications, with only two feasibility studies and one small environmental project awarded in the last 5 years. It is proposed that both these elements be removed from the grant.
24. The Community Facilities Grant has £190,000 allocated in the 2020-2023 Capital Plan.
25. The Community Facilities Grant is for a maximum of £20,000 and all applications must demonstrate 50% match funding.
26. It is proposed that there will be two Rounds of the Community Facilities Grants scheme per annum, which will be launched as soon as possible following approval. It is proposed that the recommendations from Round 1 will come to Cabinet in July 2021 and the recommendations from Round 2 will come in November 2021. The closing dates associated with each of these rounds will be advertised as part of the promotion of the revised grants schemes.

27. The Community Facilities Grant criteria has been amended to make it accessible to sports clubs and sports organisations who previously were not able to access this grants scheme.
28. The proposed revised criteria for the scheme are set out in the Guidance Note attached at Appendix C. The Application Form has been amended and is attached at Appendix D.
29. It is proposed that the scoring process for the Community Facilities grants scheme remains unchanged and that applications are scored using an assessment matrix which looks for:
 - Well prepared schemes, with a realistic costing of the work, and projects that are well targeted, have good local support and a strong input from volunteers.
 - Projects that link well into the Council's Corporate Plan and can achieve wider community benefits.
 - Applications from organisations with a strong local base and full accessibility to the community.
 - The need of the community for the facility and the need of the organisation for the funding.
30. The assessment matrix produces a maximum score of 100. A scheme scoring below 30 on the matrix is recommended for refusal and the Grants Panel will provide feedback to the community organisation on the reasons why it was not successful. Where a scheme scores between 30 and 40 on the first assessment the Grants Panel will work with the community organisation to see whether the bid can be improved and strengthened. Schemes scoring 40 and above are normally recommended for approval. However, applicants seeking a large grant which scores only just over 40 are advised that they may only receive part of the money they have applied for. These recommendations will come forward to Cabinet for approval.
31. The Charnwood Community Facilities Grants scheme will be advertised along with a Guidance note, including the criteria, (see Appendix C) outlining what the grants can be used for, how to apply for it etc.
32. An agreed Monitoring and Evaluation process will be put in place to ensure the appropriate use of the grant and ensure an update on the progress of the organisation / project is received.

Member Grants Scheme

33. The Member Grants Application Guidance Notes have been updated to reflect the 2021-2022 budget allocation of £26,000 (split across revenue / capital) for this scheme, with each Councillor having £500 to allocate in their Ward.
34. The minimum amount that can be awarded per application is £250 and the maximum amount is £500.

35. The Member Grants Application Form remains unchanged, as does the way that this scheme is processed by the Grants team.

Appendices

Appendix A – Charnwood Community Grants Guidance Notes

Appendix B – Charnwood Community Grants Application Form

Appendix C – Charnwood Community Facilities Grants Guidance Notes

Appendix D – Charnwood Community Facilities Grants Application Form

Appendix E – Charnwood Members Grants Application Guidance Notes

Appendix F - Charnwood Borough Council Equality Impact Assessment



CHARNWOOD COMMUNITY GRANTS APPLICANT GUIDANCE NOTES 2021 -2022

Please note that following a review of all the Charnwood Grants programme this grant is available for applications from all Charnwood Voluntary and Community Sector organisations including Sports Clubs and Physical Activity groups.

Introduction

Charnwood Borough Council supports a diverse and thriving voluntary and community sector which provides opportunities for regular volunteering and to work in partnership with the Council to deliver projects and services in an effective, local, community-led manner as an addition to direct provision by the Council.

The **NEW Charnwood Community Grants for 2021/22** enable the Council to provide grants to a wide variety of voluntary and community organisations within Charnwood to further the Council's aims and actively assist the community to enjoy a better quality of life, particularly where those projects would not go ahead without financial assistance.

The council understands that voluntary and community organisations have been operating within very different circumstances since the lockdown, with some having to temporarily close buildings, stop offering services and adapting to new ways of supporting beneficiaries.

The council are keen to support the sector during this difficult and constantly changing period and have revised our grants criteria to support organisations to respond to existing and emerging community needs as lockdown restrictions begin to be lifted and recovery starts.

The Charnwood Community Grant scheme for 2021/22 has now been amalgamated with the Loughborough Grants and the Sport and Physical activity grants providing a more simplified single point for all applications.

Please note:

- There will be two grant making rounds during April 2021 – March 2022
 - Round 1 will open on and close on
 - Round 2 will open on and close on
- The maximum grants that can be applied for in this year is £5,000 but please note the average amount awarded is likely to be much lower than this.

- Grant holders who currently have a grant funded project from a previous round that is still open to the agreed monitoring and evaluation are eligible to apply subject to meeting the current grants terms and conditions .
- If the total project cost is greater than the amount being applied for, details of other sources of income, including grants, fundraising and membership subs etc, that will be used to cover the full project cost must be provided.
- Whilst there is no requirement for match funding, contributions from applicants or partner organisations will be encouraged. This includes in-kind contributions.
- We expect there will be a high level of applications to this fund, therefore the financial position of organisations will be taken into consideration as part of the decision-making process. Applicants will be asked to confirm current level of reserves and will be asked to confirm why any significant surpluses at bank, minus restricted and allocated funds, cannot be used instead of applying for a grant.

1. Organisation Eligibility

To be eligible to apply voluntary and community organisations, local charities and sports clubs / groups clubs must:

- Be operating in Charnwood and working with local people
- Be 'not for private profit'
- Have a constitution / set of rules / articles of association and can confirm Legal Status eg CIC, Amateur Sports Club, Limited by Guarantees
- Have bank account in the name of the organisation with more than one signatory not related or co-habiting and have available two most recent bank statements from ALL accounts.
- The organisation to which the application relates should not be exclusive – it should allow access to, or use/participation by, the general public. There must be no restriction on membership (unless the group is for a specific age range eg under 8s football or vulnerable group where restrictions may apply for safety reasons) by any organisation to which a grant is to be made. Membership must be open to the general public and not refused on grounds of gender, race, disability, sexual orientation, occupation, religious, political or other beliefs.
- Applications are welcome for sporting activities which demonstrate wider community benefit or being delivered in community settings.
- Where applicable Sports Clubs or Physical Activity organisations will need to evidence their support/membership of their governing body in their application
- Comply with the Prevent Duty requirements. The Counter Terrorism & Security Act 2015 places a duty on certain bodies to have 'due regard to the need to prevent people from being drawn into terrorism' in the exercise of their functions.
(<https://www.gov.uk/government/publications/prevent-duty-guidance>)

We cannot fund:

- Charnwood Borough Council Strategic Partners
- Political organisations
- Statutory bodies including Town / Parish Councils

- Statutory funded provision e.g. health services, educational establishments (excluding Parent-Teacher Associations providing extra-curricular activities / equipment for the benefit of the wider community)
- Exclusively religious activities
- Grants to private / commercial sector organisations
- Grants to individuals.

Examples of ineligible projects:

- Retrospective funding for projects which have already started or taken place or items that have already been purchased
- Exclusively religious / political activity
- Any form of gambling (except small fundraising activities e.g. raffle, tombola etc.)

2. Application Eligibility

The Council have identified key priorities and aims set out in the [Council's Corporate Plan](#). Applications should fulfil at least one of these aims:

- Healthy Communities
- A Thriving Economy
- Caring for the Environment

Applications can be made for the following:

Core Running Costs For Existing and New Organisations:

Please note that we cannot fund any retrospective submissions

- Costs associated with reopening buildings / community spaces or restarting service delivery that cannot be fully covered by income generated from reduced levels of activities.
- Costs in meeting increased demand for services / new emerging need for services.
- Venue hire costs - This can include increased costs associated with reduced or additional activity sessions that are needed to safely accommodate beneficiary numbers during social distancing that cannot be fully covered by income generated from activities
- Costs associated with volunteer recruitment, retention and development to support the delivery of community activities / services
- Reimbursing extra-ordinary travel costs for staff/volunteers who need to visit service users, if safe to do so, in their home or in other locations.
- Staff / Stationary / Utility Bills (e.g. heating /lighting)
- Printing / Postage / Telephones
- Developing a new sports group / club / section e.g. to purchase sport specific items such as cones, bibs, balls, racquet's, kit bags

Activity / event costs:

- Costs associated with delivering community engagement activities which are open to the wider community and create a stronger, active and more engaged community e.g. pop up information events, Health & Wellbeing events, community gardening etc

- Coaches / tutor fees
- Venue hire

Workshops / courses / training:

- Safeguarding / Mental Health / First Aid Training / Food hygiene
- New training for staff / volunteers
- Sports coaching and physical activity qualifications NGB Accredited that support a benefit for the organisation not just the individual (must be recognised by Sport England)

Equipment essential to delivering the outcomes of your project:

- ICT equipment for staff, volunteers or beneficiaries.
- Sports Equipment e.g. gymnastics trampette, cricket wicket mower, goal posts, archery target bosses, boats.
- Project Materials eg crafts, cooking equipment
- Furniture

Other:

- Anything else deemed acceptable in relation to the criteria for the grant.

This is not a definitive list of examples, so please contact the grants team if you need something and not sure if it's eligible.

3. How your application will be assessed

Your application will be assessed based on:

- How the project meets Charnwood Borough Council's corporate aims
- Organisations having a clear and consistent approach to what they aim to achieve
- Whether the project is responsive to need and the organisation is well placed to deliver and is aware of what is going on around them
- Having the skills and capabilities to make proper and effective use of resources

4. Supporting documents required

Please ensure the following documents are available to submit with your application:

- A copy of your governing document e.g. constitution / terms of reference / memorandum of articles.
- Copy of your latest audited or independently examined accounts or 12-month income and expenditure statement.
- Two most recent bank statements from ALL accounts.
- Working with children / adults at risk safeguarding policy or policies if your project involves working with children and / or adults at risk)
- Health and Safety Policy (if you employ five or more staff).
- Equal Opportunities Policy (if you are not using the Council's policy).
- Sport Club applicants must obtain a letter of endorsement from a representative from their national governing body in respect of their proposed project before the application for aid is submitted. To find details of your National Governing Body representative visit

http://www.charnwood.gov.uk/pages/sport_links and visit your National Governing Body page.

We may not be able to consider your project for funding if you do not submit all the essential information required by the application deadline.

5. General Conditions:

- The grant spend must relate to the period up to 31 March 2022.
- A progress report will be required 6 months from grant award as a condition to receiving second instalments and to confirm future delivery of activities.
- Any changes to the project or activity for which the funding was originally granted will require new approval. If there are any changes the organisation should contact our Grants Team. Failure to do so could result in non-payment
- The Charnwood Borough Council logo must be included on all publicity material relating to the project or activity.

If an organisation does not comply with the conditions attached to a grant or does not use it for the purposes for which it was awarded the Council may seek to reclaim some or the entire grant awarded.

6. Further Information

For any queries regarding this grants' programme please contact the Grants team by email grants@charnwood.gov.uk or telephone 01509 634730.

Data Protection

For information about how and why we may process your personal data, your data protection rights or how to contact our data protection officer, please view our Privacy Notice <https://www.charnwood.gov.uk/pages/privacynotice>

**CHARNWOOD COMMUNITY GRANTS
APPLICATION FORM 2021 -2022**

1. BASIC DETAILS	
Name of organisation:	
Address of organisation:	
Organisation type: <i>Charity/Community Interest Company/Social Enterprise Company/ Voluntary / Community Organisation</i> <i>Other (please specify):</i>	
Registered charity number (if applicable)	
Project name:	
Date of application:	
Amount requested (£):	

2. APPLICANT DETAILS	
Name:	
Position in organisation:	
Telephone number:	
Email:	
Address:	

3. ADDITIONAL DOCUMENTATION

All applicants need to provide additional information, and some of this must be included with your application (see below). Please mark the relevant boxes to show whether you are supplying the information with your application, or if you can supply if requested by the Council. **If you do not submit all the essential information required by the application deadline we may not be able to consider your project for funding.**

Document	Provided
Two most recent bank statements for ALL your organisations bank accounts (these must be submitted with your application)	Yes / No
Working with children / adults at risk safeguarding policy or policies (this information must be submitted with your application if your project involves working with children and / or adults at risk)	Yes / No
If your project does involve working with children or adults at risk are the appropriate individuals cleared by the Disclosure and Barring Service (DBS), and is the appropriate vetting and barring in place? <i>(We operate a spot check procedure which may require you to provide evidence at a later date)</i>	Yes / No
✓	Please indicate which of the following documents your organisation has. At least one of these documents must be attached to your application <u>unless you have previously provided a copy within the last 12 months with a previous application – please state if this is the case.</u>
	Constitution
	Set of Rules
	Terms of Reference
	Articles of Association
	Other (Please State):
If you are not able to provide one or more of the documents listed above, please explain why:	

4. YOUR ORGANISATION

Please provide a brief summary of the services normally delivered by your organisation and what are your main objectives, including:

- The types and number of service users you support
- If your project supports people from a specific ward / area in Charnwood
- What specific issues you aim to address through your services
- Volunteers and / or staff needed to deliver services

5. YOUR PROJECT

a) Describe the project you would like us to fund, including:

- Type of service provided (e.g. training, sessional work, event)
- Who will deliver the project (e.g. staff, volunteers, facilitator and their qualifications if applicable)
- Number of people and brief description of your targeted audience/profile who will benefit eg age group, personal needs, locality
- Length of time you will work with your beneficiaries / number of sessions / time frame
- Where the project will take place
- What measures will be in place to sustain the project after the funding
- Any organisations you are working with in partnership on this project

b) Please explain how you have identified the need(s) for your project, including:

- Consultation with beneficiaries / stakeholders
- How you have identified demand
- How your project is different from other similar provision

c) Which of the following Charnwood Borough Council's corporate aims does your project meet and explain why?

- Caring for the environment

- Healthy communities
- A thriving economy

6. FINANCIAL INFORMATION

Section A: Project Costs

Please list the costs of the whole project (please add extra rows if you need to)

Description	Amount (£)
<i>e.g. Printing costs for 500 leaflets</i>	70.00
Total Project Cost:	

Section B: Project Income

Please demonstrate how the project costs will be funded by providing a list of the anticipated income for the whole project, including the total amount you are requesting through the Community Grants scheme, contributions from reserves, fundraising, donations and potential / confirmed grant funding from other sources and any subs/membership fees (please add extra rows if you need to).

Description	Amount (£)
Charnwood Community Grant (amount you are applying for):	
Total Project Income:	

b) How will you cover the shortfall if you are not awarded the full amount being requested through the Community Grants scheme?

c) Please provide a breakdown of ALL your current bank balances, to include:

- Current level of reserves
- Restricted funds
- Ring-fenced expenditure
- Surplus funds

7. PROJECT TIMESCALE

Please provide an outline timetable for your project (including start and finish dates)

Date	Description of milestone

8. DECLARATION

I confirm that I am authorised to make this application on behalf of the organisation and that, as far as I am aware, the information submitted is true and complete. Should we be awarded a grant we will make Charnwood Borough Council aware of any potential changes to the project as soon as we become aware of them. The application is made on the understanding that, should our application be successful, the grant will only be used for the purpose(s) specified in the grant offer letter.

Signature	
Name:	
Position in organisation:	
Date:	

Data Protection

For information about how and why we may process your personal data, your data protection rights or how to contact our data protection officer, please view our Privacy Notice

<https://www.charnwood.gov.uk/pages/privacynotice>

Please return your completed application by email to grants@charnwood.gov.uk

If this is not possible, please contact us on the email address above

(or by calling us on 01509 634730)

to agree how best to submit your application



GUIDANCE NOTES

COMMUNITY FACILITIES GRANTS



Contact:
Grants Administrator
Charnwood Borough Council
Southfields
Loughborough
LE11 2TR
Direct Line: 01509 634730
Email: grants@charnwood.gov.uk

This guidance was last updated on 5 February 2021, please check our website to make sure that you are using the latest guidance and application form
<http://www.charnwood.gov.uk/pages/charnwoodgrants>

Introduction

The Charnwood Community Grants - Community Facilities scheme provides support to eligible organisations to invest in Community Facility projects of community benefit and which would not go ahead without such financial assistance.

As the funding comes from the public purse, the money must be spent for the benefit of the community in general and therefore must cater for people from a wide sector of the community.

The Council's Aims

The Council have identified key priorities and aims set out in the [Council's Corporate Plan](#). Applications should fulfil at least one of these aims:

- Healthy Communities
- A Thriving Economy
- Caring for the Environment

This guidance includes:

- 1. Project Eligibility**
- 2. How to submit an application**
- 3. When to apply**
- 4. Assessment criteria**
- 5. Processing applications and conditions of funding**
- 6. Support and other sources of funding**

1. Project Eligibility

This scheme supports the renovation, improvement and provision of community buildings, including fitting out and provision of facilities for people with disabilities, (but not routine maintenance).

Community buildings include:

- Community centres
- Village halls
- Community sports facilities (which are available as a community venue eg: offer room hire).
- Venues which are a focus for their communities and house a range of activities and services to meet those communities' needs

Community Facilities grant scheme funding is subject to an **upper limit of £20,000** and to a maximum of **50% of the cost of any one scheme**. Proof of match funding of the other 50% needs to be demonstrated. In all cases grant amounts are dependent on the resources available for distribution.

In addition, in order to be eligible for a grant the project must:

1. be delivered within the Borough of Charnwood.
2. be delivered by a community organisation that is properly constituted and must not be exclusive, but should allow access to or use by the general public (e.g VCS organisation, Parish / Town Council).
3. have a bank account in the name of the organisation with more than one signatory not related or co-habiting.
4. must have no restriction on membership by any organisation to which a grant is to be made. Membership must be open to the general public and not refused on grounds of gender, race, disability, sexual orientation, occupation, religious, political or other beliefs.
5. not relate to religious belief or party political activities. Works to religious buildings are excluded except those which fulfil a substantially wider community role beyond the confines of religious practices.
6. provide evidence of security of tenure eg length of lease agreement and landlords consent.
7. obtain necessary planning permission and building controls required for the building works within the scheme.
8. begin within twelve months of the Grant being approved.
9. Comply with the Prevent Duty requirements. The Counter Terrorism & Security Act 2015 places a duty on certain bodies to have 'due regard to the need to prevent people from being drawn into terrorism' in the exercise of their functions. (<https://www.gov.uk/government/publications/prevent-duty-guidance>)

Although all applications will be considered on their merits, there can be no assumption that the Borough Council will be able to replace time-limited funding from the National Lottery or other schemes.

2. How to submit an application

If you feel that your group or organisation fulfils the preconditions above, and the assessment criteria as set out in section 5, you should e-mail your application and supporting information to grants@charnwood.gov.uk . If this is not possible you can post it to us (see contact details on the first page of this guidance). All relevant sections of the application form must be completed and you should include additional information which is required at the time of application.

All applicants need to provide additional information, and some of this must be included with your application (see below). If you do not submit all the essential information required by the application deadline we may not be able to consider your project for funding.

These documents must be submitted with your application:

- Two most recent bank statements from ALL accounts.
- Three comparative quotes for any equipment / services that will be purchased or hired to deliver this project.
- A completed sustainability checklist. The checklist can be found at <http://www.charnwood.gov.uk/pages/commfacgrants>

If your project has reached the point where these are required, these must be submitted with your application:

- Confirmation of Building Regulations approval and / or planning permission.

If you are applying for over £2,000 you must submit with your application:

- Latest audited or independently examined accounts.

This information must be submitted with your application if your project involves working with children and / or adults at risk:

- Working with children / adults at risk safeguarding policy or policies

We may ask you to provide extra information at a later stage, this may include the following documents:

- Health and Safety Policy (if you employ five or more staff).
- Equal Opportunities Policy (if you are not using the Council's policy).

3. When to apply

All organisations wishing to apply for a Community Facilities Grant should submit their application as early as possible in the financial year. Subject to sufficient resources being available, applications may be submitted later in the year. The latest timetable for taking grant decisions (including applications deadlines) is shown on our website at <http://www.charnwood.gov.uk/pages/commfacgrants>

4. Assessment criteria

When assessing your application the Council will consider the following factors:

How does the project contribute to meeting the Council's priorities?

- How does the project benefit the residents of Charnwood?
- How does the project contribute to the key priorities of the Borough Council's Corporate Plan? These can be viewed at www.charnwood.gov.uk/pages/corporate_strategy_2020_2024 alternatively, please use the contact details on the front page of this guidance to obtain a copy.

What is the financial need for grant funding?

- What balances and reserves do you have available?
- What proportion of the cost of the project is the Council being asked to fund?
- How you will meet the additional costs to matchfund the Council's 50% contribution?

What is the quality of the application?

- Have you prepared appropriate plans and drawings for the project?
- Have you identified the total cost of the project and obtained other funding to enable the project to begin? Please provide the full, comprehensive cost plan to evidence the financial need. If this is a phased project please demonstrate where the Council's funds will be used and the time line for the whole project completion.
- Have you identified a timetable for the project? Please provide proposed start / finish dates
- Provide evidence of how his project meets the aims and objectives of your organisation and where relevant evidence how the project will be financed once built. Where appropriate please provide your orgnaistions business plan for managing the project once completed.
- Have you identified how you will measure the success of the project?

How much local support and volunteer input is there in the project?

- Does your organisation encourage local participation?
- How broadly-based in the community is your organisation and what local support does it have?
- What contribution will volunteers make to the delivery of your project?

5. Processing applications and conditions of funding

When a completed application is received it will be referred to relevant officers for assessment. Councillor(s) whose ward(s) may benefit from your project may be consulted about your application. Any comments made will be taken into account when the application is assessed.

The Application and completed assessment will be referred to Cabinet. Each application will be considered on its merits, and meeting the minimum criteria is not a guarantee that a grant will be made.

Applicants will usually be informed in writing of Cabinet's decision 10 days after the relevant Cabinet meeting.

Once written confirmation of an offer of grant aid has been received, work can begin on the scheme, provided all other consents and permissions have been secured (for instance, planning permissions or building control permits). Work should not begin prior to this approval.

The Grant Approval letter/funding agreement will set out any specific conditions attached to a grant approval. The following conditions apply to all approved schemes:

1. Any changes to the project or activity for which funding was originally granted require further approval from the Council.
2. The Borough Council logo must be included on all publicity material relating to the project or activity. To obtain an electronic or hard copy of the logo please contact the Communications Team on 01509 634989.
3. Work should commence on the scheme within twelve months of being awarded the grant.

If you do not comply with the conditions attached to a grant the Council may seek to reclaim some or all of the grant awarded.

If the organisation is VAT registered, VAT is then reclaimable by the organisation. The grant allocation will be based on a percentage of the NET cost of the project.

If the organisation is not VAT registered, VAT is not reclaimable by the organisation. The grant allocation will be based on a percentage of the GROSS cost of the project.

6. Support and other sources of funding

The full range of Charnwood Grants can be viewed at <http://www.charnwood.gov.uk/pages/charnwoodgrants>.

It is our aim to help support you with finding the appropriate funding for your project - the web page above gives information about other potential sources of information. If you need any further guidance or advice, or if you are not sure whether your organisation or project is eligible for consideration, please feel free to call us on 01509 634730 or e-mail grants@charnwood.gov.uk.

Data Protection

For information about how and why we may process your personal data, your data protection rights or how to contact our data protection officer, please view our Privacy Notice

<https://www.charnwood.gov.uk/pages/privacynotice>



CHARNWOOD COMMUNITY FACILITIES GRANT APPLICATION FORM

1. APPLICATION BASIC DETAILS

Name / title of your project			
Date of application		Amount requested	£

2. YOUR ORGANISATION

Name of organisation			
When was your organisation formed?			
Organisation type	Charity		
	Community Interest Company		
	Social Enterprise Company (other)		
	Voluntary / Community Organisation		
	Other (please specify):		
Registered charity number (if applicable)			

	Main contact details	Second contact details
Name		
Address		
Telephone number(s)		
Email address		

1

Please note: This form was last updated on 09.02.2021, please check our website before applying to make sure that you are using the most up to date version:
<http://www.charnwood.gov.uk/pages/charnwoodgrants>

How often does your Management Committee meet?	
When was the last Annual General Meeting held? (if applicable)	

Please give details of the main officers of the management committee (if applicable):			
Title	Name	Home / email address	Telephone number (s)
Chairperson			
Treasurer			
Secretary			

Please give a summary of your organisation's key aims and objectives:

We prefer to receive application forms that have been completed in Word, or a similar IT package. If this is not possible, please contact us to discuss how best to submit your application.

Before completing your application please read the most up to date guidance, this can be found at www.charnwood.gov.uk/pages/commdevgrants or can be requested by contacting us at grants@charnwood.gov.uk or on 01509 634730.

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--

3. ADDITIONAL DOCUMENTATION

All applicants need to provide additional information, and some of this must be included with your application (see below). Please mark the relevant boxes to show whether you are supplying the information with your application, or if you can supply it if requested by the Council. If you do not submit all the essential information required by the application deadline, we may not be able to consider your project for funding.

Document	Provided
Two most recent bank statements from ALL organisational bank accounts (these must be submitted with your application)	
Three quotes for any equipment / services that will be purchased or hired to deliver this project (these must be submitted with your application)	
A completed sustainability checklist (this must be submitted with your application) . The checklist can be found at http://www.charnwood.gov.uk/pages/commfacgrants	
Evidence of security of tenure and landlord's permission	
Provide Planning Permission and /or Building Regulations approval (if your project has reached the point where these are required, these must be submitted with your application)	
Latest audited or independently examined accounts (these must be submitted with your application if you are applying for over £2,000)	
Working with children / adults at risk safeguarding policy or policies (this information must be submitted with your application if your project involves working with children and / or adults at risk)	
If your project does involve working with children or adults at risk are the appropriate individuals cleared by the Disclosure and Barring Service (DBS), and is the appropriate vetting and barring in place?	
Please indicate which of the following documents your organisation has. At least one of these documents must be attached with your application:	✓
Constitution	
Set of Rules	
Terms of Reference	
Articles of Association	
Other	

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We may ask you to provide extra information at a later stage, this may include the following documents:

Document	Can be provided on request
Health and Safety Policy (if you employ five or more staff)	
Equal Opportunities Policy (if you are not using the Council's policy). The Council's Equal Opportunities Policy statement can be found on our website at: http://www.charnwood.gov.uk/community/plansandpolicies.html	Please indicate here if you use the Council's Equal Opportunities policy statement:

If you are not able to provide one or more of the documents listed above, please explain why:

--

4. YOUR PROJECT

Please describe your project, including its specific content, outcomes, and objectives (please refer to the Sustainability Checklist to help your responses and see our most recent guidance notes for further information):

--

Please specify which geographical areas within the Borough of Charnwood will benefit from your project, include how accessible it will be to residents, targeted groups, and local volunteers.

--

4

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<p>Please explain how you have identified the need(s) for your project, including:</p> <ul style="list-style-type: none"> • Consultation with beneficiaries / stakeholders • How you have identified demand • How your project is different from other similar provision • Demonstrate local support:

<p>Please explain the range of services your project will offer and which groups of Charnwood residents will your project benefit (for example young people, people with learning difficulties, people who are unemployed, people from particular ethnic groups etc.):</p>

How many people will directly benefit from your project?	
Number of attendees / participants	Number of volunteers / staff

<p>If volunteers are involved what role(s) will they have and how will they be supported / developed?</p>

Please tick which of the aims of Charnwood Borough Council's Corporate Plans your project will contribute to	
<p>Caring for the Environment We care deeply about the environment and we are committed to looking after it for future generations.</p>	
<p>Healthy Communities We will continue to work with partners to make our towns and villages safer places to live, work and visit.</p>	
<p>A Thriving Economy We will continue to support and foster strong economic growth in Charnwood</p>	

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Please provide evidence of how his project meets the aims and objectives of your organisation and where relevant evidence how the project will be financed (eg running costs) and operated once completed (Business plans can be submitted as evidence):

--

Please explain how you will measure the success of the project (e.g. numbers of people using the facility, number of events etc):

--

How will you attract people to your project?

--

How do you intend to acknowledge or publicise Charnwood Borough Council's contribution to your project?

--

Will you be working in partnership with any other groups or organisations in delivering this project? If so, please give details:

--

6

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How will you cover the shortfall if you are not awarded the full amount being requested through the Community Facilities Grants scheme?

Please provide a breakdown of ALL your current bank balances, to include:

- Current level of reserves
- Restricted funds
- Ring-fenced expenditure
- Surplus funds

5. FINANCIAL BREAKDOWN FOR YOUR PROJECT

Please note Total [A] should be the same as Total [B]

Section A: Please list the costs of the whole project (please add extra rows if you need to)

Description	Amount (£)
Total Project Cost [A]	

Section B: Please list the anticipated income for the whole project, including contributions from reserves, and potential / confirmed grant funding from other sources (please add extra rows if you need to).

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The amount you are requesting from Charnwood Borough Council must be shown in the space indicated below.	
Description	Amount (£)
Balance requested from Borough Council (this is the amount that you are applying for with this grant application)	
Total Project Income [B]	

If the anticipated income in Section B above includes potential / confirmed grants from other sources, please give details below:				
Applied to	Amount applied for (£)	Amount awarded, if known (£)	Current status (e.g. Applied for / Awarded)	Decision date (if outcome not yet know)

6. PROJECT TIMETABLE

Please provide an outline timetable for your project (including start and finish dates)	
Date	Description of milestone

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7. OTHER INFORMATION

Please use this space to add any other relevant information that you would like the Council to consider:

--

8. DECLARATION

Please tell us how you heard about this grant scheme:

--

	Please tick
I have checked the most recent guidance notes, and the information shown in section 3 of this form. I confirm that I have included our two most recent banks statements and all the other information / documentation required at application stage.	<input type="checkbox"/>
I have checked the financial breakdown in Section 4 above and confirm that the Total Project Cost [A] is equal to the Total Project Income [B].	<input type="checkbox"/>
<p>I confirm that I am authorised to make this application on behalf of the organisation and that, as far as I am aware, the information submitted is true and complete. I understand that Councillor(s) whose ward(s) may benefit from the project may be consulted about the application and that any comments made will be taken into account when the assessment is completed. Should we be awarded a grant we will make Charnwood Borough Council aware of any potential changes to the project as soon as we become aware of them. The application is made on</p>	

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<http://www.charnwood.gov.uk/pages/charnwoodgrants>

the understanding that, should our application be successful, the grant will only be used for the purpose(s) specified in the grant offer letter.	
Signature	
Name:	
Position in organisation:	
Date:	
<u>Data Protection</u> For information about how and why we may process your personal data, your data protection rights or how to contact our data protection officer, please view our Privacy Notice https://www.charnwood.gov.uk/pages/privacynotice	

Please return your completed application by email to the
Grants Administrator - grants@charnwood.gov.uk

If this is not possible, please contact us on the email address above (or by calling us on 01509 634730)
to agree how best to submit your application

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MEMBER GUIDANCE NOTES

MEMBER GRANTS SCHEME

Introduction

Member Grants enable Councillors to provide grants to a wide variety of community and voluntary organisations within Charnwood to further the Council's aims and actively assist the community to enjoy a better quality of life.

Each Borough Councillor has been allocated a budget of £500 which can be used to support projects that bring benefits to their ward. It is the responsibility of each individual Councillor to recommend how their grants budget is allocated.

This guidance includes information on the following:

- 1. Organisation eligibility**
- 2. Project eligibility**
- 3. How much organisations can apply for**
- 4. The application process**
- 5. Conditions of the grant**
- 6. General guidance**
- 7. Further information**

1. Organisation Eligibility

Organisations operating in Charnwood and working with local people may apply. They must:

- Have a constitution / set of rules / articles of association
- Have a group bank account with more than one signatory
- Be 'not for profit'

Examples of eligible organisations include:

- Community Groups
- Charities
- Uniformed Groups (e.g. Scouts / Guides / Cubs / Brownies)
- Residents' associations
- PFA/PTA groups (if they can demonstrate a wide community benefit and not for national curricula activities / items)
- Faith groups (if they can demonstrate a wide community benefit)

In addition, organisations must:

- Be inclusive and allow access to, or use/participation by, the general public. Membership should not be refused on the grounds of gender, race, disability, sexual orientation, and occupation, religious, political or other beliefs. An organisation which supports individuals based on a protected characteristic should demonstrate they are inclusive on all other grounds
- Be able to provide their two most recent bank statements
- Be able to provide a safeguarding policy if working with children / adults at risk

- Comply with the Prevent Duty requirements. The Counter Terrorism & Security Act 2015 places a duty on certain bodies to have 'due regard to the need to prevent people from being drawn into terrorism' in the exercise of their functions.
(<https://www.gov.uk/government/publications/prevent-duty-guidance>)
- Comply with Government guidance regarding Covid-19
<https://www.gov.uk/coronavirus>

The following organisations cannot apply for a Member Grant:

- Private/commercial sector organisations.
- Individuals
- Political organisations
- Statutory bodies including Town/Parish Councils
- Schools/Universities (excluding PFA/PTA groups)

2. Project Eligibility

The Council have identified a number of aims and objectives set out in the Council's Corporate Plan. Applications should fulfil at least one of these aims:

- Caring for the environment
- Healthy Communities
- A thriving economy

Examples of **eligible projects** include:

- Provision of equipment e.g. IT equipment, craft materials, furniture
- Funding towards costs of community events/activities – e.g. community fun day, tree planting day, grassroots sports clubs, trips, summer fete
- Funding towards specific projects – e.g. school holiday youth project, playscheme, coffee morning, gardening group projects
- Covid-19 recovery costs e.g. PPE, screens, sanitiser, cleaning.

Examples of **ineligible** include:

- Funding towards running core costs – e.g. rent, utilities, salaries (project specific sessional worker costs can be funded)
- Retrospective funding for projects which have already taken place or items purchased.
- Any form of gambling (except small fundraising activities e.g. raffle, tombola etc.)
- Exclusively religious activity
- Projects which promote a religious belief or party political activities

Examples of Member grants awarded last year can be seen at the link below:

https://www.charnwood.gov.uk/pages/member_grants

3. How much organisations can apply for

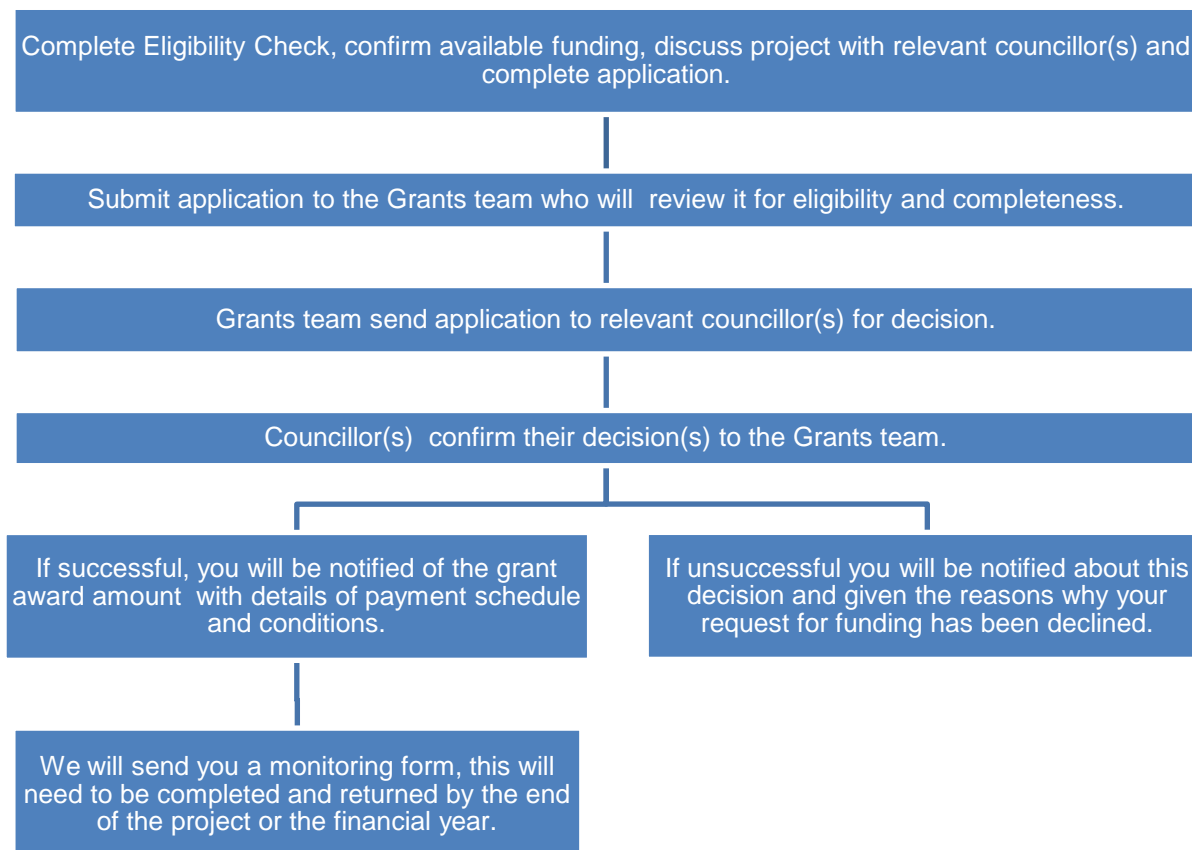
- Councillors can spend their allocated amount of £500 on one project, divide it over two projects, and can combine it with funding from another councillor.
- An organisation can apply to more than one councillor in their ward or councillors in other wards if their project supports communities in more than one ward.
- The minimum an organisation can apply for is £250 from each councillor, and the maximum is £500 from each councillor.
- If the total project cost is more than the applicant is applying for, they must provide details of other sources of income, including grants, fundraising and membership subs etc, that will be used to cover the full project cost.
- An organisation can submit more than one application in a financial year but the application must not relate to the same project/scheme.

4. The Application Process

Organisations wishing to apply will need to complete an application form and provide documentation to evidence eligibility. The process is as follows:

1. Organisations can check they are eligible to apply and that their project is something that can be funded by completing the Eligibility Checklist found on the website.
2. Organisations should make sure that the relevant councillor(s) still have funding available. Details of spend to date can be found on our website: https://www.charnwood.gov.uk/pages/member_grants
3. If funding is available, organisations should discuss their project with their local councillor **before applying**. Councillor contact details can be found on our website: <https://www.charnwood.gov.uk/councillors/all>
4. The organisation will need to complete an application form and submit this, with all the required additional documentation, to the Grants Team. If an organisation is applying to more than one councillor, they must state clearly on the application which ward councillors have been approached.
5. All applications must be received by the Grants Team by Midnight on Monday 28th February 2022.
6. The Grants team will check the eligibility of the organisation and review the application for completeness before sending the application by e-mail to the relevant councillor/s.
7. The Grants team will indicate where a project does not meet the eligibility criteria
8. The councillor(s) will then make a recommendation to support the application either in full, partially or to reject the application. Reasons for the decision should be clearly stated on a reply e-mail. The e-mail should be sent back to the Grants team within 10 working days of receipt.
9. If the councillor is a member of the organisation applying, or there is a conflict of interest, a decision may need to be made by the Cabinet Lead Member. This may cause a delay in the communication of the decision, and the Grants Team will keep organisations and councillors updated as to when a decision letter will be sent out.

10. If Members choose to make an award where a project or organisation is not eligible, the Lead Member for Neighbourhood Services will be asked to make the final decision
11. Organisations will be notified of the outcome of the application within a maximum of 28 days from the date on which a complete application (including all required additional documentation) is received (except if the decision is to be made by the Cabinet Lead Member – see above). If an application is only partially approved or refused then the reasons for this will be given to the applicant.
12. Grants awarded by individual Councillors will be published online on the Council website: https://www.charnwood.gov.uk/pages/member_grants
13. The Grants team will arrange a payment to successful organisations. Grant payment terms will be on a grant by grant basis, depending on the nature of the organisation/project and level of grant awarded. Payment may be made in stages, and copy invoices, or proof of project expenditure may be requested.
14. An End of Grant Report form will be sent out to all successful applicants, and this must be completed and sent back to the Grants team at the end of the project or financial year, along with copies of receipts/invoices, and photographs or feedback from the project if required.



5. Conditions of the Grant

The following conditions apply to all approved projects:

- Any changes to the project or activity for which the funding was originally granted will require further approval. If there are any changes the organisation should contact our Grants Team who will seek approval from relevant councillor(s).
- The Charnwood Borough Council logo must be included on all publicity material relating to the project or activity.
- The grant must be spent within 12 months of receiving it.

If an organisation does not comply with the conditions attached to a grant or does not use it for the purposes for which it was awarded the Council may seek to reclaim some or the entire grant awarded.

6. General Guidance

1. Councillors must act in accordance with the Nolan Principles of public life when expending their budget. The Nolan Principles are:
 - Selflessness
 - Integrity
 - Objectivity
 - Accountability
 - Openness
 - Honesty
 - Leadership
2. Councillors will be asked to declare any private and personal interest in an application. Under these circumstances the application will be discussed and approved at a Cabinet Lead Member decision meeting.
3. Councillors are responsible for ensuring their local groups and organisations are aware of the funding available through the Member Grants scheme, and may wish to approach organisations to encourage them to apply.
4. Councillors should not agree to fund any project until the organisation has completed an application and it has been reviewed by the Grants team.
5. All grants awards will be published on our website to meet our obligations under the Local Government Transparency Code.
6. In addition to the new eligibility checklist you might want to consider the following when deciding about an application:
 - Does the project fulfil the Council's aims and objectives listed in the application?
 - Has the applicant identified evidence of need or demand for the project?
 - Does the project demonstrate value for money?
 - Are the identified costs for the project reasonable?
 - Has the applicant identified other sources of funding if the total cost of the project is higher than the amount being requested?
 - Is the project inclusive for everyone regardless of their background and protected characteristics?
 - If funding requested is for a building – who owns the building, and what tenure arrangements are there?
 - Does the applicant have landlord consent, and are there arrangements for ongoing maintenance if relating to a facility/public space?
 - Do you have any private/personal interests to declare?

7. Further Information

Applications will be reviewed by the Grants team to determine eligibility. Officers may provide further information to be considered by Councillors or discussed with applicants when they are making their decision.

If you are unsure about any element of the application process you can contact the Grants team on:

Telephone: 01509 634730, or Email: membergrants@charnwood.gov.uk

Charnwood Borough Council

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

■ Background

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

■ Legislation- Equality Duty

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

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

For the following protected characteristics:

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

What is prohibited?

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

■ **Step 1 – Introductory information**

Title of the policy	Charnwood Community Grants Schemes
Name of lead officer and others undertaking this assessment	Julie Robinson
Date EIA started	February 2021
Date EIA completed	February 2021

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

Outline: What is the purpose of this policy? (Specify aims and objectives)
<p>Charnwood Borough Council recognises the value and contribution of individuals, voluntary sector organisations and other community-led projects and the benefits they provide to the residents of Charnwood.</p> <p>Through our Charnwood grant schemes we provide a range of grants to help these organisations, groups and individuals access the funding support they need. It is proposed from the 1st April 2021 that the Community Development and Engagement and the Loughborough Community Grants are amalgamated to create Charnwood Community Grants with slightly amended criteria to support VCS organisations. The Community Facilities Grants scheme has been slightly amended. The criteria for both have been amended to include for sports based organisations to be able to apply.</p> <p>It is the Councils aim to ensure the grants process is inclusive of all community groups and funding supports projects targeting individuals across a range of protected characteristics, as outlined in the Equality Act 2010.</p>
What specific group/s is the policy designed to affect/impact and what is the intended change or outcome for them?
<p>It is the Councils aim to ensure that the grants process is inclusive of all community groups and funding supports projects targeting individuals/ residents across a range of protected characteristics, as outlined in the Equality Act 2010.</p> <p>Analysis is therefore undertaken to ensure that the grants are distributed in a reasonable and proportionate manner.</p>
Which groups have been consulted as part of the creation or review of the policy?
<p>Evaluation takes place on successful applications to analyse whether there any gaps with regards to the protected characteristics in order to ensure the grants process is fair and equal to all. In particular analysis is undertaken to determine any barriers which may prevent specific community groups/ communities of interest from successfully applying or even applying at all to Charnwood Grants.</p>

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

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

Data/information such as:

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

- Analysis of all Charnwood Grants programmes over the years and previous associated EIA's

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

Analysis of previous grants programmes have demonstrated that the schemes contribute to a wide range of groups and organisations covering the majority of the protected characteristics.

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

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

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

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

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

■ Step 5 – Assessing the impact

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

	Comments
Age	Grants schemes to date : There is a reasonable proportion of grant funding awarded to projects relating to Age. Of the grants awarded, there is a reasonable proportionate spread between projects for older and younger people. The process has therefore created a positive impact in relation to the protected characteristic of Age.

<p>Disability (Physical, visual, hearing, learning disabilities, mental health)</p>	<p>Grants schemes to date : There is a reasonable proportion of grant funding awarded to projects relating to disability. In addition it is acknowledged that some of the projects funded are cross- cutting and support individuals with multiple characteristics. Therefore, creating further positive impacts for people with disabilities. The process has therefore created a positive impact overall in relation to the protected characteristic of Disability.</p>
<p>Gender Reassignment (Transgender)</p>	<p>Grants schemes to date : No projects have been specifically funded to support the protected characteristic of Gender Reassignment. The impact of this is neutral as there have been no applications to date. However, it is acknowledged that specific marketing / promotion of Charnwood Grants could take place where specific support groups etc. meet for further awareness raising.</p>
<p>Race</p>	<p>Grants schemes to date : There is some grant funding awarded to projects relating to Race. In addition, it is acknowledged that some of the projects funded are cross- cutting and support individuals with multiple characteristics.</p>
<p>Religion or Belief (Includes no belief)</p>	<p>Grants schemes to date : Whilst Charnwood Grants do not specifically support religious groups / activities, it does provide funding to these groups who are delivering activities for the wider community.</p> <p>The impact is therefore neutral with regards to the protected characteristic of religion or belief with the acknowledged that wider benefits are created for the wider community.</p>
<p>Sex (Gender)</p>	<p>Grants schemes to date : There is no specific grant funding awarded to projects relating to Gender. In addition, however, it is acknowledged that some of the projects funded are cross-cutting and support individuals with multiple characteristics. The process has therefore created a positive impact in relation to the protected characteristic of Gender.</p>
<p>Sexual Orientation</p>	<p>Grants schemes to date : No projects have been specifically funded to support the protected characteristic of Sexual Orientation. The impact of this is neutral as there have been no applications to date. However it is acknowledged that specific marketing / promotion of Charnwood Grants could take place where specific support groups etc. meet for further awareness raising.</p>
<p>Other protected groups (Pregnancy & maternity, marriage & civil partnership)</p>	<p>Grants schemes to date : There is some grant funding awarded to projects relating to these other protected groups, therefore the impact is positive. In addition it is acknowledged that some of the projects funded are cross - cutting and support individuals with multiple characteristics. Additional targeted promotional work will be undertaken.</p>
<p>Other socially excluded groups</p>	<p>Grants schemes to date : The grants which focus on the wider community have a wide range of benefits, particularly for</p>

(carers, low literacy, priority neighbourhoods, health inequalities, rural isolation, asylum seeker and refugee communities etc.)	residents from priority neighbourhoods or areas of deprivation and hard to reach sectors of the community.
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Where there are potential barriers, negative impacts identified and/ or barriers or impacts are unknown, please outline how you propose to minimise all negative impact or discrimination.

Please note:

If you have identified adverse impact or discrimination that is illegal, you are required to take action to remedy this immediately.

Additionally, if you have identified adverse impact that is justifiable or legitimate, you will need to consider what actions can be taken to mitigate its effect on those groups of people.

No negative impacts or potential barriers have been identified. However, it is acknowledged that specific marketing / promotion of Charnwood Grants could take place for the protected characteristics of Gender Reassignment, Pregnancy and Maternity and Sexual Orientation.

Summarise your findings and give an overview as to whether the policy will meet Charnwood Borough Council's responsibilities in relation to equality and diversity (please refer to the general duties on the front page).

It is the opinion that the Charnwood Community Grants schemes comply with Charnwood Borough Council's equality and diversity responsibilities. It will further promote equal opportunities and achieve positive outcomes.

■ Step 6- Monitoring, evaluation and review

Are there processes in place to review the findings of this Assessment and make appropriate changes? In particular, how will you monitor potential barriers and any positive/ negative impact?

Monitoring will continue to assess the grant applications that are successful. Continuous monitoring and analysis will aim to identify gaps which may potentially highlight barriers or negative impacts towards specific community groups/ communities of interest.

Further equalities monitoring will be explored for those projects which have applied and are deemed unsuccessful, for the further identification of issues or potential barriers.

How will the recommendations of this assessment be built into wider planning and review processes? e.g. policy reviews, annual plans and use of performance management systems.

Where barriers/ negative impacts are identified, the mitigating action and progress against this will be included within the relevant service plan.

■ **Step 7- Action Plan**

Please include any identified concerns/actions/issues in this action plan: The issues identified should inform your Service Plan and, if appropriate, your Consultation Plan			
Reference Number	Action	Responsible Officer	Target Date
001	Continue to monitor the Grants to assess the grant applications that are both successful and unsuccessful.	J. Robinson	March 2022

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

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

Please delete as appropriate
I agree with this assessment
If <i>disagree</i> , state action/s required, reasons and details of who is to carry them out with timescales: N/A
Signed (Service Head): Julie Robinson
Date: 09.02.21

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