



SCRUTINY COMMISSION

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To: Councillors Bolton, Hadji-Nikolaou, Brookes, Grimley, Hamilton (Vice-Chair), Ranson and Seaton (Chair) (For attention)

All other members of the Council
(For information)

You are requested to attend the meeting of the Scrutiny Commission to be held in Virtual Meeting - Zoom on Monday, 11th January 2021 at 6.00 pm for the following business.

Chief Executive

Southfields
Loughborough

23rd December 2020

AGENDA

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

To approve the minutes of the meeting of the Commission held on 7th December 2020.

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

5. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURES
11.16

The deadline for questions is Noon on 24th December 2020.

6. AUDIT UPDATE

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

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

8. CABINET ITEMS FOR PRE-DECISION SCRUTINY

The following items have been identified for pre-decision scrutiny from the Cabinet agenda for 14th January 2021 in order to make recommendations to Cabinet:

- | | | |
|-----|---|---------|
| (a) | People Strategy 2021-24
A report of the Strategic Director of Environmental and Corporate Services to seek approval of the Council's new People Strategy. | 12 - 30 |
| (b) | Loughborough Business Improvement District (BID) 3rd Term
A report of the Head of Leisure and Culture to seek the Council's commitment to supporting the process as outlined in the recommendations. | 31 - 42 |

9. SCRUTINY COMMISSION PRE-DECISION SCRUTINY - CABINET
RESPONSE 43 - 44

A report of the Cabinet setting out its responses to recommendations of the Committee on pre-decision scrutiny items.

10. BUDGET SCRUTINY PANEL REPORT

A report of the Budget Scrutiny Panel following its scrutiny of the Council's draft budget for 2021/22. To Follow.

11. SCRUTINY WORK PROGRAMME 45 - 55

A report of the Head of Strategic Support to enable the Commission to review items from the paused Scrutiny Work Programmes. This includes items for discussion highlighted by members of the Directorate-based Scrutiny Committees.

- | | | |
|-----|--|---------|
| (a) | Bulky Waste Collection Charges Review
A report of the Head of Cleansing and Open Spaces to consider the charges for bulky waste collections introduced in October 2019 following Cabinet approval in July 2019. | 56 - 58 |
|-----|--|---------|

12. SCRUTINY COMMISSION WORK PROGRAMME 59 - 74

A report of the Head of Strategic Support enabling the Commission to review its own work programme, including considering the list of forthcoming Executive Key Decisions in order to schedule items for pre-decision scrutiny.

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

8th February 2021

8th March 2021

6th April 2021

SCRUTINY QUESTIONS

What topics to choose?

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

Pre-decision scrutiny

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

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

Basic Questions

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

SCRUTINY COMMISSION 7TH DECEMBER 2020

PRESENT: The Chair (Councillor Seaton)
The Vice Chair (Councillor Hamilton)
Councillors Bolton, Hadji-Nikolaou, Grimley and Ranson

Councillor Morgan (Leader of the Council), Mercer (Cabinet Lead Member for Private Housing) and Harper-Davies (Cabinet Lead Member for Community Support and Equalities)

Chief Executive
Strategic Director; Community, Planning and Housing
Strategic Director; Environmental and Corporate Services
Head of Planning and Regeneration
Head of Strategic and Private Sector Housing
Head of Regulatory Services
Head of Leisure and Culture
Regeneration and Economic Development Officer
Team Leader Regeneration and Economic Development
Corporate Improvement and Policy Officer
Communications Manager
Democratic Services Officer (NC) and Democratic Services Officer (SW)

APOLOGIES: Councillor Brookes

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

86. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of the Commission held on 16th November 2020 were approved.

87. DECLARATIONS OF PECUNIARY AND PERSONAL INTERESTS

No disclosures were made.

88. DECLARATIONS OF THE PARTY WHIP

No declarations were made.

89. QUESTIONS UNDER SCRUTINY COMMITTEE PROCEDURES 11.16

No questions were submitted.

90. RECOVERY CELL UPDATE

A report of the Strategic Director for Community, Planning and Housing to provide the Commission with more detail on the approach to economic recovery (item 6 on the agenda filed with these minutes).

The Strategic Director for Community, Planning and Housing, the Head of Leisure and Culture, the Head of Regulatory Services, the Communications Manager and the Team Leader for Regeneration and Economic Development attended the meeting to assist with the consideration of this item. The following summarises the discussion:

- i. The current footfall within the Town Centre was half of its usual figure at this time of year.
- ii. Members stated that residents had praised the Council for its quick responses to issues and enquiries made relating to local businesses.
- iii. It was acknowledged that the report contained considerable depth of information and that actions derived from the Work Programme had all been followed up in good time.
- iv. The Chief Executive and the Leader of the Council thanked Officers and Members for their hard work and stated that there was more work to do in order to facilitate recovery into 2021.

RESOLVED that the Commission noted the report.

Reason

To ensure the Commission was kept informed of the Council's Covid-19 recovery efforts.

91. AUDIT UPDATE

At the next meeting of the Audit Committee on 22nd December 2020, it was anticipated that Members would resolve to add a quarterly item to their Work programme, allowing them to monitor the acquisition of commercial properties.

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

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

93. CABINET ITEMS FOR PRE-DECISION SCRUTINY

The following items were identified for pre-decision scrutiny from the Cabinet agenda for 10th December 2020.

94. DISCRETIONARY PRIVATE SECTOR LICENSING SCHEME

A report of the Head of Strategic and Private Sector Housing to approve the proposals for the introduction of an Additional Licensing Scheme across the Borough and Selective Licensing Scheme in Hastings and Lemyngton wards (item 9a on the agenda filed with these minutes).

The Lead Member for Private Housing and the Head of Strategic and Private Sector Housing attended the meeting to assist with the consideration of this item. It was highlighted that there had been an error within the report on page 7 under the 'Illegal evictions, homelessness and empty homes' risk. The corresponding risk management action planned should read 'enforcement action would be taken for illegal evictions'. The following summarises the discussion:

- i. The Additional Licensing scheme would focus on HMO properties that were not covered by the HMO Mandatory Scheme and the Selective Licensing Scheme, which would cover all rented properties within the specified areas of Hastings and Lemyngton wards, not included within the Mandatory or proposed Additional Licensing Scheme.
- ii. The Risk Register within the report had highlighted all the potential risks identified in implementing the proposed schemes. There were a number of high-risk categories and it was considered that implementing the proposed schemes would be beneficial to improve the standards and management of accommodation within the Borough and the specified areas.
- iii. The proposed consultation exercise had been developed ensuring that statutory guidance and recent case law implications had all been considered in the planning and consultation process.
- iv. The Discretionary Private Sector Licensing Schemes would be cost-neutral, and a staggered recruitment approach would be taken to ensure the resources available reflected the size of the scheme.
- v. In the future, it is possible that the Selective Scheme could be expanded to further wards within the Borough, providing there was sufficient evidence to demonstrate the need.
- vi. If approved, the scheme would be reviewed after five years, at which point further work would be required to justify the continuation of a scheme.

RESOLVED that the Cabinet be informed that the Commission supports the recommendations as set out in the report of the Head of Strategic and Private Sector Housing.

Reason

The Commission, having carefully considered the report, felt the Cabinet should approve the recommendations set out.

95. EQUALITY, DIVERSITY AND INCLUSION (EDI) STRATEGY 2020-2024

A report of the Strategic Director of Environmental and Corporate Services to set out, following a period of public consultation, Charnwood's Equality, Diversity & Inclusion (EDI) Strategy (2020-2024) for consideration and approval (item 9b on the agenda filed with these minutes).

The Lead Member for Community Support and Equalities, the Strategic Director of Environmental and Corporate Services and the Corporate Improvement and Policy Officer attended the meeting and assisted with the consideration of this item. The following summarises the discussion:

- i. Consultation with residents had taken place in the form of the Residents' Survey in Autumn 2019, which informed development of the Corporate Strategy (2020-2024). This survey covered a range of questions, which included resident feedback on equalities and equalities monitoring questions. The responses received from this and other consultation exercises as part of Equality Impact Assessments across the Council had been used to identify the priority equality objectives and inform development of the EDI Strategy (2020-2024).
- ii. Due to no significant changes in the Equality Act 2010 (and associated Public Sector Equality Duty), the development of the EDI Strategy (2020-2024) had not included considerable modification to previous strategies, although a number of integral parts of the strategy had been strengthened to reflect recent legislation such as the gender pay gap and the Modern Slavery Act as well as external environment factors such as the Black Lives Matter movement and LGBT issues.
- iii. The Council regularly participated in the Leicestershire Equalities Forum. This provided the opportunity to ensure EDI Strategies and actions were aligned to those of neighbouring authorities, and also provided opportunities to monitor outcomes in a partnership setting.

RESOLVED that the Cabinet be informed that the Commission supports the recommendations as set out in the report of the Strategic Director for Environmental and Corporate Services.

Reason

The Commission, having carefully considered the report, felt the Cabinet should approve the recommendations set out.

96. BEDFORD SQUARE GATEWAY PUBLIC REALM PROJECT

An exempt Cabinet report of the Head of Planning and Regeneration was circulated to Members and was considered under item 14 of the agenda.

97. SCRUTINY COMMISSION PRE-DECISION SCRUTINY - CABINET RESPONSE

A report of the Cabinet was considered setting out its responses to the recommendations of the Commission on pre-decision scrutiny items (item 10 on the agenda filed with these minutes).

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

Reason

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

98. SCRUTINY WORK PROGRAMME

A report of the Head of Strategic Support to enable the Commission to review items from the paused Scrutiny Work Programme. This includes items for discussion highlighted by members of the Directorate-based Scrutiny Committees (item 11 on the agenda filed with these minutes).

The Strategic Director for Environmental and Corporate Services and the Democratic Services Officer assisted with the consideration of this item.

The Commission added the following item to their Work Programme:

- i. Bulky Waste Collection Charges Review (Neighbourhoods and Community Wellbeing Scrutiny Committee Work Programme) – 11th January 2021.

RESOLVED

1. That the Commission reviewed the Scrutiny Committee Work Programmes.
2. That the Commission reviewed the items previously selected from Scrutiny Committee Work Programmes.
3. That the Bulky Waste Collection Charges item selected from the Neighbourhoods and Community Wellbeing Scrutiny Committee Work Programme be added to the agenda of the Scrutiny Commission for its meeting on 11th January 2021.

Reasons

1-3. To ensure timely and effective scrutiny of the matter/subject.

99. SCRUTINY COMMISSION WORK PROGRAMME

A report of the Head of Strategic Support to enable the Commission to review its own work programme, including considering the list of forthcoming Executive Key Decisions in order to schedule items for pre-decision scrutiny (item 12 on the agenda filed with these minutes).

The Strategic Director for Environmental and Corporate Services assisted with the consideration of this item.

The Commission did not add any items to its Work Programme.

RESOLVED

1. That forthcoming Executive Key Decisions or decisions to be taken in private by the Executive, set out in Appendix 2 to the report, and scheduled scrutiny of those matters, be noted.
2. That the Commission's current work programme be noted.
3. That the work programme be updated in accordance with the items highlighted.

Reasons

- 1&3. To ensure effective and timely scrutiny, either to provide Cabinet with advice prior to it taking a decision or to ensure that the Council and external public service providers and partners were operating effectively for the benefit of the Borough.
2. To ensure effective and timely scrutiny.

100. EXEMPT INFORMATION

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

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

101. BEDFORD SQUARE GATEWAY PUBLIC REALM PROJECT

An exempt Cabinet report of the Head of Planning and Regeneration was considered for pre-decision scrutiny (exempt item 9c on the agenda filed with these minutes).

The Leader of the Council, the Head of Planning and Regeneration and the Regeneration and Economic Development Project Officer attended the meeting to assist with the consideration of this item.

A summary of the Commission's discussion on this matter is provided in the exempt minute (Scrutiny Commission Minute 101E. 2020/21).

NOTES:

1. No reference may be made to these minutes at the Council meeting on 18th January 2021 unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on the fifth working day following publication of these minutes.
2. These minutes are subject to confirmation as a correct record at the next meeting of the Scrutiny Commission.

CABINET – 14TH JANUARY 2021

Report of the Strategic Director of Environmental and Corporate Services

Lead Member: Councillor Margaret Smidowicz

Part A

ITEM PEOPLE STRATEGY 2021 - 2024

Purpose of Report

To seek approval of the Council's new People Strategy.

Recommendations

1. That the Charnwood Borough Council People Strategy 2021 – 2024, as appended to this report, is approved.
2. That the Strategic Director of Environmental and Corporate Services is given delegated authority to make amendments to the specific actions outlined in this strategy as they are incorporated into a People Development Plan.

Reasons

1. So that the Council has a clear strategy in place for developing its workforce over the next four years to effectively deliver services and meet the objectives outlined in the Corporate Strategy.
2. To allow adjustments to be made to specific actions as they are incorporated into the People Development Plan. Possible changes are expected to be minor and may occur following consultation with staff and management groups or following evaluation feedback from the implementation of proceeding actions.

Policy Justification and Previous Decisions

The new People Strategy will replace the previous People Strategy 2017–2020 that was approved by Cabinet in March 2017.

Implementation Timetable including Future Decisions and Scrutiny

Once approved the People Strategy will come into effect immediately (subject to possible call-in).

The new People Group has been formed as part of the transformational Swap Board and will oversee the implementation of the outcomes and actions in this strategy.

The SWaP Board is chaired by the Chief Executive of the Council and oversees three work groups focussed on Services, Workspaces and People (SWaP). Each of the work groups is chaired by a Strategic Director.

Report Implications

The following implications have been identified for this report.

Financial Implications

It is anticipated that the majority of the costs associated with carrying out the actions included in the People Strategy will be met from existing budgets. If additional funds are required the prior approval of the SWaP Board will be required.

Risk Management

There are no risks associated with the implementation of this strategy.

Equality and Diversity

Charnwood Borough Council's Strategic Equality lead was consulted as part of the development of this Strategy. Appropriate actions related to the Equality and Inclusion Strategy 2020-2024 have been added to this strategy where appropriate.

An Equality Impact Assessment is not required for this strategy but where appropriate, individual EIAs will be completed for specific actions included in the People Development Plan

Sustainability

Some of the actions in this strategy related to agile working will support the Council to meet future carbon reduction targets.

Key Decision: No

Officer to contact: Kevin Brewin
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Part B

Charnwood Borough Council People Strategy 2021 – 2024

1. Introduction

The People Strategy sets out how the Council intends to continue to develop its workforce over the next four years to meet effectively its future strategic plans and priorities in a changed environment. The Covid-19 Pandemic has had a significant impact on service delivery and future planning. The extended periods of lockdown have resulted in temporary office closures and necessitated online remote and agile working practices to be implemented. It is envisaged that this crisis will lead to a number of permanent economic and social changes to the way people work in the future and has heavily influenced the future direction of the workforce development identified in this Strategy

2. Key Strategies with direct relevance to the People Strategy

There are a number of corporate policy documents that have informed and influenced the development of the People Strategy including;

- a) Corporate Strategy (2020 – 2024)
- b) Strategic Direction (2020-2024)
- c) ICT Strategy (2016-2021)
- d) Equality & Inclusion Strategy (2020-2024)

There are also a number of external influences that have shaped the development of the People Strategy of which the most significant by far has been the 2020 Covid 19 Pandemic

3. The Five Themes of the People Strategy

The people strategy will focus on delivering five themes. Each theme focusses on the priority areas that this strategy aims to address and contains a set of outcomes and planned actions.

The priority order for delivering these outcomes and actions will be agreed and captured in the People Development Plan.

- 1) Charnwood's Culture
- 2) Leading Charnwood
- 3) Healthy Charnwood
- 4) Developing Charnwood
- 5) Supporting Charnwood

4. **Consultation**

The People Strategy has been developed in consultation with the Organisational Recovery Group, the People Group and the Staff Forum.

It was endorsed by the Senior Leadership Group (SLT) on the 30th September 2020.

5. **How the actions in the strategy will be delivered and monitored**

The outcomes and actions of this strategy will be incorporated into a new People Development Plan that will be overseen by the recently created People Group.

This group is one of the three sub-groups formed as part of the SWaP Programme Board and will be chaired by the Strategic Director for Strategic Support, Governance and Procurement.

Appendix

People Strategy 2021 - 2024



**Charnwood Borough Council
People Strategy
2021 – 2024**



Contents:

Foreword	Page 3
Introduction	Page 4
Review of previous 2017–2020 People Strategy	Page 4
Key Strategies:	Page 5
• Corporate Strategy	Page 5
• Charnwood's Values	Page 5
• Strategic Direction	Page 6
• ICT Strategy	Page 6
• Equality and Inclusion Strategy	Page 7
• External Factors	Page 7
The five themes of the People Strategy:	Page 8
• Charnwood's Culture	Page 9
• Leading Charnwood	Page 10
• Healthy Charnwood	Page 11
• Developing Charnwood	Page 13
• Supporting Charnwood	Page 14
Implementation and evaluation	Page 15
The People Group	Page 15

Foreword

“What lies behind us and what lies before us
are tiny matters, compared to what lies within us”

Oliver Wendell Holmes

Across the world in 2020, the Covid-19 crisis has brought about significant change and Charnwood Borough Council employees have risen to the challenge presented. Two of the four themes contained in the current People Strategy have focussed strongly on ‘developing a customer-focused culture’ and ‘modern and flexible working practices.’ There is no doubt that the speed of response to the needs of the Community and flexibility of our employees working with partners has been clearly evident.

Against this background I am privileged to be asked to introduce Charnwood’s People Strategy for 2020-2024 which outlines the Five Themes Charnwood Culture, Leading Charnwood, Healthy Charnwood, Developing Charnwood and Supporting Charnwood, together with its identified outcomes and planned actions. The People Strategy will support our Corporate Strategy (2020-2024) and in particular the priorities contained in the ‘Your Council’ theme where our employees and elected members will work together as one council to bring positive change to Charnwood.

These themes contain the essence of the aspirations expressed in the surveys and discussions with employees to bring about the change they would wish to engage in to demonstrate a ‘Can Do’ attitude - with staff enabled and empowered to be proactive. Culture does not change because we desire to change it. It changes when the organisation is transformed and this is clearly underway. As the Council continues to develop a smarter, agile workforce the culture will reflect the realities of people working together, no longer in a mainly office-based culture but from home, to deliver high-quality customer service in what will continue to be a challenging environment. This is not without its difficulties and opportunities to develop and ensure our processes support the needs of all employees and contribute to their wellbeing. The Strategy also outlines the steps that need to be taken to recruit, develop and retain the best people to deliver our services.

Psychologists tell us that there are ‘those that watch things happen, those that make things happen and those that were never aware that anything happened at all!’ Thank you to everyone who has contributed in any way to this Strategy and to ‘making things happen’ for Charnwood in one of the most difficult years possible.

Cllr Margaret Smidowicz MSc HRD, BA (Hons) JP
Lead Member for Strategic Support



Introduction

The People Strategy sets out how the Council intends to continue to develop its workforce over the next four years to meet effectively its future strategic plans and priorities in a changed environment. The Covid-19 Pandemic has had a significant impact on service delivery and future planning. The extended periods of lockdown have resulted in temporary office closures and necessitated online remote and agile working practices to be implemented. It is envisaged that this crisis will lead to a number of permanent economic and social changes to the way people work in the future and has heavily influenced the future direction of the workforce development identified in this Strategy.

Review of the 2017 – 2020 People Strategy

The previous People Strategy focussed on the following themes;

- A customer focussed culture
- Modern & flexible working practices
- Leadership, empowerment and innovation
- Workforce recruitment, development and retention
- People Strategy Implementation

A number of actions were completed / implemented from the Strategy including;

- The establishment and coordination of the Corporate Customer Service Excellence (CSE) Working Group
- The achievement of a series of customer service improvements recognised in a series of highly successful CSE reviews
- The review and development of the Charny Awards
- The establishment of a Leicestershire District Learning & Development network to informally share ideas and resources
- The development of a Leicestershire wide District Council shadowing scheme
- The delivery of core training for managers on managing performance alongside the new capability procedures
- The delivery of a series of lunchtime leadership and coaching workshops for all managers
- The introduction of development workshops for aspiring Heads of Service
- Funded Management Degrees and Masters in Senior Leadership options developed with local Universities.
- The development and implementation of two core training workshops for all staff; Brilliant Customer Service and the Customer Service Team
- The creation of 8 new apprenticeship opportunities across the council and utilised the digital account funding to develop another 11 staff.
- A programme of workshops and events to support staff wellbeing
- Researched, benchmarked and reviewed salaries in key roles, where we face recruitment challenges

There were three actions not fully completed from the previous People Strategy that are going to be picked up in the new strategy. This includes developing smart working at Charnwood. Smart working workshops were developed and delivered for managers and staff, an intranet page was established to promote and develop smart working and staff and managers put forward ideas for pilots. This work will continue with the development of a new Agile Working Policy.

This also had an impact on delaying the review of Personal Reviews, as this was to be based on new ways of working emerging from the smart working project and also the review of recruitment that was also to be based on new requirements following implementation of smart working.

The 2021 – 2024 People Strategy looks to build on the work already carried in these areas through the agile working project and will see the development of a new appraisal process and the review of recruitment practices following development work planned to develop a behavioural framework.

Key Strategies with direct relevance to the People Strategy

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 Your Council theme outlines several priorities, many of which are directly relevant to this People Strategy;

We will continue to improve customer service and develop our staff to help them deliver outstanding services. Our services will be increasingly available at the fingertips of residents through our digital channels. However, the opportunity to talk to our staff in person will always be there for people who need it.

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 collaborate with partners, in the public and private sector, in a variety of ways to bring improvements to our services and the borough of Charnwood.

Our employees and elected members will work together as one council to bring positive change to Charnwood.

And we commit strongly to listening, talking and engaging with residents as we work together to create a more vibrant and prosperous Charnwood

Charnwood's Values

The Corporate Strategy also identifies the council's values;

Pride in Charnwood - we take pride in our work and our borough and are ambitious for the future

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

These values were developed initially through staff focus groups and have been recently updated in consultation with the staff forum. They provide a clear statement on the culture the council aspires to promote and develop through its staff, members and leadership teams.

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 three areas that are most relevant to this People Strategy are;

4. The Council
7. Our people
8. Transformation and Efficiency

ICT Strategy (2016-2021)

The actions resulting from the council's Information and Communication Strategy has had a significant influence on the development of this People Strategy. The adoption of cloud-based technology (e.g. MS 365 and MS Teams) has created opportunities for the organisation to be more agile in where and when people work and has significantly improved the council's resilience in adapting to the challenges faced by the Covid-19 pandemic.

The development and co-ordination of both people and technology is crucial to the future success of the council and this will continue with the development of a new ICS strategy from 2021 onwards.

Equality & Inclusion Strategy (2020-2024)

There are invariably linkages between the Council's People Strategy and the Equality & Inclusion Strategy, which guide practice across the Council and provide a non-discriminatory and supportive working environment for all staff. It is important that the Council:

- Ensures all staff, and potential employees receive fair and respectful treatment and are not subject to discrimination or harassment
- Pays 'due regard' and considers equality impacts before we make decisions affecting employees. This may be demonstrated through an Equality Impact Assessment or other activities/ assessments
- Monitors and assesses the impact of our policies and decisions and to change, where reasonably possible, whether they are actually reducing levels of inequality
- To enhance understanding of and promote equality and diversity at all levels within Charnwood Borough Council.
- To have a diverse workforce that aims to be representative of the Borough.

Key external factors

There are a number of external factors that have influenced this strategy, however, the most significant has been the current 2020 Covid-19 Pandemic and subsequent lockdown and restrictions. This has had a highly significant impact on the services that we deliver and the way we work in direct response to the crisis and the organisation's future plans. The pandemic has also had a negative impact on the national economy, which in turn, is likely to affect the council's future budget, unemployment in the local area and our plans to support apprenticeships. The mental health of the UK population continues to face significant challenges and it is more important than ever that we focus on support our employees' health and wellbeing.

Significant external factors include developing technology, customer demand and expectations, climate change and the international focus on equal opportunities, including the ongoing debates around opportunities for the BAME and LGBTQ communities in the UK.

The Five Themes of the People Strategy

The people strategy will focus on delivering five themes as detailed below. Each theme focusses on the priority areas that this strategy aims to address and contains a set of outcomes and planned actions.

The priority order for delivering these outcomes and actions will be agreed and captured in the People Development Plan that will be overseen by the new People Group.

- 1) Charnwood's Culture
- 2) Leading Charnwood
- 3) Healthy Charnwood
- 4) Developing Charnwood
- 5) Supporting Charnwood



1) Charnwood's Culture

As the council continues to modernise, the organisation will need to focus on developing a smarter and agile workforce with extensive communication skills along with a positive 'can do' attitude.

A new staff behavioural framework based on the organisational values will be developed. Staff will be asked to self-assess against the framework which will then form the basis of a discussion with their manager around their own development needs.

Charnwood Borough Council has been steadily developing its capacity for agile working in recent years. However, 2020 has seen a revolution in more flexible working as the lockdown requirements following the Covid-19 crisis has almost overnight shifted the organisation from a mainly office-based culture to one that is very much focussed on staff working remotely from home. There have of course been many challenges to this significant shift in working practice, however the change has almost universally been hailed as a success largely due to the rapid and effective deployment of MS Teams.

It is essential that we continue to build on this rapid change and continue to develop the organisation into a modern, agile organisation. This includes developing more flexibility around when and where staff work. Through the development of a new agile/ smart working policy, it is planned that more staff will work remotely in the future and this will free up some of the existing office space.

There are a number of potential benefits in developing more agile/ smart working practices including; improved productivity, improved work / life balance along with staff motivation, the potential for better and more flexible services for customers, reduced overheads from reduced office space, greater resilience in the case of future emergencies, a lesser impact on the environment, better potential for flexible partnership working and reduced sickness levels.

In order to understand how the organisation has developed over the last four years and set a baseline for future analysis, it is proposed that a full staff survey and Organisational Cultural Inventory (OCI) are completed in early 2021. The OCI survey provides a baseline comparison of the perceived culture of the organisation against a widely used model and also provides an opportunity to identify aspirational culture change that can be reviewed at a later date. The Staff and OCI surveys were last completed in 2017 and it is proposed that they will be revisited again in 2024.

Outcomes for this theme

- Charnwood will have a modern and agile workforce
- Charnwood will be a workforce that is representative of its wider population
- Employees are empowered to deliver excellent services, using better technology to increase flexibility, efficiency and customer access.
- Employees live and breathe the Charnwood values in the way they work
- Employees understand that how they go about their work and interact with colleagues, partners and customers, is just as important as what they do

Actions for this theme

- Develop and implement a new Agile Working Policy that will promote flexibility in when and where staff work in the future
- Develop a behavioural framework based on smart / agile working and the values of the organisation
- Develop opportunities to embrace cultural change and allow opportunity to grow a representative workforce.
- Develop an identity / brand to for the framework to promote it as the way we work at Charnwood
- Develop a self-assessment tool for the framework that will link into a new Personal Review process
- Support employees with a development programme that reflects the behavioural framework
- Conduct an Organisational Cultural Inventory (OCI) survey and ensure appropriate questions assess employees views on the organisational culture in the staff survey.

2) Leading Charnwood

For the organisation to grow and achieve its future objectives and priorities, it is essential that effective leadership and management is commonplace at all levels of the council. This is particularly important as the council strives to become a more agile and smarter organisation.

It is proposed that a Management Charter is developed which will summarise the role of managers in supporting staff working remotely, together with a more detailed leadership and management behaviour framework. The behaviour framework will encompass competencies and also brings in a wider perspective on how managers and staff work.

It is envisaged that a 360-degree assessment process will be introduced to identify potential skill gaps and development needs. The management development programme will expand and adapt to provide appropriate learning and development opportunities at all levels of the organisation. These development opportunities will include a mixture of e-learning, online and face-to-face events and we will look for varied and greater opportunities to share good practice.

Outcomes for this theme

- Leaders and Managers who successfully lead, manage and meet the challenges of delivering services in a virtual and flexible world
- Leaders and Managers who form and maintain strong teams (permanent and matrix) Leaders and Managers who support a culture of innovation and creativity
- Leaders and Managers who drive the Charnwood culture, ensuring the 'essence' of Charnwood is understood by all
- Leaders and Managers who welcome and actively seek commercial opportunities and strive to have the most efficient and effective services

- Develop a workforce of leaders and managers that are representative of the Charnwood population

Actions required to achieve this theme:

- Develop and promote leadership behaviour framework
- Develop a Management Charter that will identify how managers can support staff working remotely
- Build on existing leadership development
- Establishment of an extended leadership team to develop middle managers and improve engagement across the organisation
- Develop opportunity for positive action initiatives which aim to reduce the gender pay gap and support BAME, LGBTQ+ and disabled employees to break the barrier into senior leadership

3) Healthy Charnwood

In 2019 an independent staff wellbeing survey was conducted through the Leicestershire Partnership. The survey revealed a number of issues including workplace stress, mental health, physical health and relatively high use of alcohol within our staff group. The Covid-19 restrictions have seen a raft of new initiatives implemented to support staff in looking after the health and wellbeing and helping managers to better support staff. As an organisation we need to build on recent initiatives that have included online yoga and mindfulness sessions together with other approaches to bring staff working remotely together through online participation

It is proposed that a new health and wellbeing group is established with input from areas across the organisation as a whole. An action plan will be developed to address both the issues raised by the 2019 survey and the challenges experienced from remote working.

It is hoped that the independent staff wellbeing survey can be revisited in the next three years but regardless of whether that is possible, the staff survey will continue to address important aspects of staff wellbeing through asking targeted questions.

We are also looking to develop Mental Health First Aid support provision provided by trained volunteer staff which will supplement the existing external AMICA confidential Counselling and Psychological Support service.

Outcomes for this theme

- We have a healthy motivated workforce that can perform effectively regardless of where, when and how they work
- Staff feel supported by their managers and the organisation regardless of where, when and how they work.
- We improve the physical and mental health of our workforce through addressing some of the key issues raised in the wellbeing survey
- Staff are supported to be more resilient to change and empowered to meet future challenges with a positive frame of mind
- We support staff, through reasonable adjustments, to work to their full potential

Actions required to achieve this theme

- We identify actions and activities that will address any areas of concern picked up by the staff wellbeing survey
- We form a new Health and Wellbeing Group that pulls together resources and co-ordinates actions and activities to support health and wellbeing across the council
- We review and develop internal and external services available to staff to support their mental health
- We continue to develop opportunities for staff and act upon requests for reasonable adjustments
- An internal Mental First Aid support network is introduced to supplement existing provision

4) Developing Charnwood

Charnwood Borough Council has a comprehensive corporate Learning & Development programme consisting mainly of face-to face workshops and e-learning materials, both of which are co-ordinated through the My Learning programme using the Learning Pool LMS. Since the Covid-19 crisis, much of the face to face provision has been moved to online delivery using MS Teams or Zoom software. It is anticipated that the use of online delivery will increase over the next four years' but will not completely replace face to face workshops once the Covid-19 restrictions start to ease.

Extensive use is already made of partnership learning opportunities with neighbouring local authorities, but this could be developed further with the continuing development of the North Leicestershire partnership. This could include the development of a shared Learning Management System (LMS) platform to develop, deliver, evaluate and administer our learning programmes in the future.

The Personal Review process will be reviewed and developed so that it better meets the needs of the organisation in the future. With a significant move towards more agile/ smart and flexible working, there will need to be much more focus on managing outputs and outcomes rather than 'busyness' and 'presenteeism'.

It is envisaged that a new performance management process will focus more on regular informal meetings than annual reviews. There will still be a need to set objectives and review performance and included within this there will be a need for discussions relating to individual employees' development needs. There is the potential to develop a new recording system based on either the iTrent or Learning Pool systems. However, those platforms will need to be developed as there are no 'off the shelf' options available.

In order to make sure the organisation is recruiting the right people with a positive and flexible attitude to working for the council, it is intended that the current recruitment and selection process be reviewed. It is envisaged that following the review, there will be more emphasis on assessing potential applicant's attitude and approach to work than the current system of scoring against essential and desirable criteria. It is

possible that this could include some form of assessment against the proposed behaviour framework. The review will also consider how the application process can be modernised and potentially be expanded so that the council can accept CVs as part of recruitment rather than insisting on application forms only.

Outcomes for this theme

- All employees have a clear understanding of their role in the organisation and how this fits in with the strategic aims of the organisation.
- Everyone is set clear objectives for their job role and guidance on the standards they are expected to achieve.
- All employees receive regular support and guidance from their manager, regardless of where or how they work
- All employees receive regular feedback on their performance and the opportunity to constructively discuss their development needs.
- Staff can access a comprehensive learning and development programme with varied content and flexible delivery patterns to suit different working patterns and learning styles
- The organisation recruits people with a positive attitude that reflects our values and our ambition as a modern, flexible, high performing Council.
- Ensure any new processes are inclusive of all protected characteristics, to support a range of staff to perform highly

Actions required to achieve this theme

- Develop a new performance management process that meets the needs of a modern, flexible workforce and promotes regular high performance and regular communication.
- Provide support and training for managers to effectively conduct performance reviews
- The learning and development programme will be extended to develop staff in priority areas identified in the new behavioural framework as essential to a modern smart and agile organisation.
- The number of e-learning and remote learning opportunities are increased whilst still retaining a healthy balance of face to face learning once Covid 19 related restrictions are lifted.
- The recruitment process is reviewed and updated so that it both reflects a modern flexible organisation and enables us to recruit people with the right skills and attitude
- Focus on ensuring our processes support the needs of all employees and targets a diverse range of people and skills/abilities

5) Supporting Charnwood

Charnwood Borough Council is currently going through a period of significant change, with more emphasis on digital self-service and flexible and agile working practices. The council needs to ensure that our Human Resources, Learning & Development, Organisational Development, Health & Safety and Property Services functions are providing the support necessary to support staff and managers through these challenging times.

It is anticipated that a number of service reviews will take place from 2020, to reorganise and consolidate services and also to address an anticipated budget deficit in the future.

As there is the potential for team restructures, staff redeployment and possible redundancies, consideration will need to be given to how staff are supported through that process.

Outcomes for this theme

- Managers and staff can access professional Human Resources, Learning & Development and Health & Safety support, guidance and policies appropriate to their working patterns and unique service or personal requirements.
- The wellbeing and morale of staff is considered as part of any future office accommodation reviews to ensure a motivate, productive and flexible workforce
- Staff are supported to develop their personal resilience during times of change and uncertainty

Actions required to achieve this theme

- Opportunities are continually sought to develop informal and formal partnerships to deliver comprehensive, flexible and cost-effective support services.
- Specific plans to support restructures are prepared for any changes, working closely with unions and staff support groups
- Equality Impact Assessments be conducted, where appropriate, to assess the needs/ requirements of staff and to provide mitigating action surrounding any potential adverse impact of restructures
- Actions under the other themes are challenged to ensure they support staff resilience to change

How the actions in the strategy will be delivered and monitored

The outcomes and actions of this strategy will be incorporated into a new People Development Plan that will be overseen by the recently created People Group.

This group is one of the three sub-groups formed as part of the SWaP Programme Board and will be chaired by the Strategic Director for Strategic Support, Governance and Procurement.

The membership of this group as of December 2020 is as follows;

Name	Position	People Group Role
Simon Jackson	Strategic Director, Strategic Support, Governance & Procurement	Chair
Alison Simmons	Head of Strategic and Private Sector Housing	Member
Julie Robinson	Head of Neighbourhood Services	Member
Pete Oliver	Head of Landlord Services	Member
Helen Gretton	I&OD Manager	Member
Anna Cairns	HR Manager	Member
Sally Dobrowolska	Senior HR Adviser	Member
Daley Francis	Comms Officer	Member
Kevin Brewin	L&OD Coordinator	Member and Support

CABINET - 14TH JANUARY 2021

Report of the Head of Leisure and Culture Lead Member: Councillor Jenny Bokor

Part A

ITEM LOUGHBOROUGH BUSINESS IMPROVEMENT DISTRICT (BID) – 3RD TERM

Purpose of Report

A ballot must be conducted of Loughborough town centre businesses on a further five-year term of the Business Improvement District (BID). The purpose of this report is to put in place the legal requirements to enable the Council to deliver on its key roles and responsibilities.

The report therefore seeks the Council's commitment to supporting this process as outlined in the following recommendations:

Recommendations

1. To delegate authority to the Chief Executive to undertake the BID ballot.
2. To allocate up to £25,000 from reinvestment reserves to meet the cost of consultation prior to the BID ballot and the ballot itself.
3. To delegate authority to the Chief Executive to agree with the BID Company a baseline of Borough Council town centre services.
4. To delegate authority to the Strategic Director for Corporate Services to agree with the BID Company, if required, an operating agreement to cover the collection of the BID levy.

Reasons

1. The Council must consider the respective roles that it may play in the process of developing the BID renewal process in line with BID legislation as a billing authority, as a landowner/ occupier in the BID area and as a ballot holder. The local authority ballot holder remains legally responsible for the ballot process as set out within government regulations.
2. To enable the Council and the BID Company to ensure that the ballot process follows a thorough research and consultation phase that focuses on the needs and requirements of the potential contributors within the area of the BID.
3. It is a requirement of the BID Regulations that the BID proposals include a statement of the existing baseline services provided by the Council and any other public authority in the proposed BID area. This statement will form part of the BID proposals which demonstrate to businesses voting for the BID that the proposed BID services are additional to the baseline services provided by the public authorities.

4. The Council is required is required to manage the collection and enforcement of the BID levy charges known as an Operating Agreement.

Policy Justification and Previous Decisions

The Loughborough BID Company Ltd, which uses the name “Love Loughborough”, was established in February 2012 after holding a ballot in 2011. Cabinet received a report in June 2011 which set out the advantages of developing a Business Improvement District in Loughborough Town Centre and the financial implications of a BID for the Borough Council. Cabinet agreed to support the BID and deliver a vote in favour of the proposed BID. (Cabinet 9th June 2011 Minute 13).

Cabinet received a further report in July 2016 in relation to a second term of the BID. Cabinet agreed to support the BID and deliver a vote in favour of a second term for the proposed BID. (Cabinet 7th July 2016 minute 16.) Prior to this a Cabinet report in November 2015 set out recommendations for Charnwood to support the consultation phase and BID ballot recognising the Councils role in line with BID legislation as a billing authority, as a land owner, occupier in the BID area and as a ballot holder.(Cabinet 19 Nov 2015 minute 72.)

In March 2014 the Government highlighted how the most successful BIDs were those which have established a close and positive engagement with their local authorities, so they ensure each of their obligations towards one another and to agree changes to baseline agreements when appropriate. The recommendations included in this report are in response to the Business Improvement District (England) Amendment Regulations 2013 referred to below.

Part 4 of the Local Government Act 2003 (“the Act”) introduced BIDS. The creation, regulation and operation of BIDs is governed by the provisions of the Act and Regulations made under the Act, the Business Improvement Districts (England) Regulations 2004 (“the Regulations”) which have been amended by the Business Improvement Districts (England) Amendment Regulations 2013. The government has also issued the following guidance:

- Guidance on the Business Improvement Districts (England) Regulations 2004
- Business Improvement Districts: technical guidance for local authorities (“the Technical Guidance”)
- Business Improvement Districts: guidance and best practice (“the Guidance”)

Renewal Process and Ballot Arrangements

The renewal process and ballot will be held and conducted in accordance with the Business Improvement Districts (England) Regulations 2004 as amended. The ballot will be a postal ballot of all businesses in the BID area liable to pay the BID Levy. It is likely that it will be conducted on behalf of the BID by Civica Election Services (formerly Electoral Reform Services).

The ballot period is 28 days and all businesses in the BID area entitled to vote will be notified of the ballot arrangements and will be sent the ballot papers. Proxy voting can be arranged for those that require it. Love Loughborough in consultation with its

stakeholders has confirmed that it wishes to operate after 2022 and now intends to ballot businesses in the BID area in September 2021.

Implementation Timetable including Future Decisions and Scrutiny

For the Council to deliver on its responsibilities, and following Cabinet approval, the timeframe detailed in the table below will be followed:

Task	Indicative timeframe
Agree base line services with CBC and LCC	February - April
Initial Business consultation	Feb - 2021
CBC to prepare BID data base	Feb - March - 2021
Consult businesses on the BID area, Levy and BID	April - 2021
Production of BID Proposal	April - 2021
Production of BID Business Plan	May - 2021
Recommendation to Cabinet	May - 2021
Supply data base to BID	May - 2021
Develop Operating Agreement	May – June 2021
Production of printed BID Proposal business plan and campaign material	May – June 2021
Notify ERS of ballot date and arrangements	June – 2021
Notify Secretary of State and LA of intention to hold ballot	June - 2021
Distribute BID proposal and business plan	June - 2021
Campaign period	June – August 2021
Publish notice of ballot	September - 2021
Send out ballot papers	September - 2021
Ballot period	September - 2021
Day of ballot	October – 2021
Ballot holder publish results	October – 2021
Bid notifies all businesses 3 days of ballot results	October – 2021

Two further Cabinet reports will be submitted at appropriate dates during 2021 that will set out and seek approval of:

- the BID proposal and business plan
- the ballot to proceed within legal requirements
- the Council vote arrangements and levy payment.

Report Implications

The following implications have been identified for this report.

Financial Implications

The cost to the Council to support the BID ballot consultation process including printing and publishing the BID Proposal and Business Plan and delivery of the ballot has been estimated at £25,000. It is proposed to resource this using the reinvestment reserve as it relates to a one-off cost. The use of this reserve requires Cabinet approval and it is recommended in this report that Members approve this request.

Any future financial implications arising as a result of the outcome of the consultation will be subject to a further report to Cabinet

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
Ensuring that the BID Proposal does not conflict with any existing local authority policy nor propose a disproportionate burden on business by way of an unfair levy charge on a certain 'class' of levy payers, or an inappropriate manipulation of the BID boundary.	Remote (1)	Major (4)	Low (4)	The BID Proposal will be considered in relation to the Councils policies in advance of going to the ballot Consideration will also be given to charge levels and proportion The proposal will be reviewed to ensure that there is no inappropriate manipulation Consideration would also be given to the proposal in line with guidance provided
Failure to have an updated rating list holder for the provision of Rating List data. (The local authority is required to prepare a document (from its business rate records) showing the name of each business ratepayer within the boundary.) Unlikely	Remote (1)	Major (4)	Low (4)	Good practice guidelines will be followed in line with the timetable included in this report; When the Valuation Office Agency updates the ratings list, any changes that have occurred during the consultation period will be forwarded to the BID proposer so that it can be reflected in the voter list where appropriate. The final update should be the last Valuation Office Agency update

Risk Identified	Likelihood	Impact	Overall Risk	Risk Management Actions Planned
				before the Notice of the Ballot
Failure to manage the Ballot in line with regulations Schedule 2 BID regulations. The local authority is required to ensure the ballot is operated in line with the BID regulations	Remote (1)	Significant (2)	Very Low (2)	The responsibilities and proposed timeline will be added to service plans to be delivered under Service Director delegation

Crime and Disorder

The BID Proposal supports key objectives within the Corporate Plan. It will assist effective partnership work to achieve economic regeneration in Loughborough.

In addition, it will support recycling and reduce waste and improve the attractiveness of Loughborough for new businesses and retailers by contributing to several initiatives including Loughborough in BLOOM, 'Christmas lights' promotions, quality marketing campaigns and improving the appearance of empty shops.

The BID has a commitment to help to reduce crime and anti-social behaviour, improve public confidence through crime prevention initiatives and offer discounted rates to the retail radio scheme in the BID area.

Sustainability

The BID is committed to working in partnership to support key objectives within the Corporate Plan. It will assist effective partnership work to achieve economic regeneration in Loughborough and the delivery of the Town Deal if the bid is successful.

In addition, it will support recycling and reduce waste and improve the attractiveness of Loughborough for new businesses and retailers by contributing to several initiatives including Loughborough in BLOOM, 'Christmas lights' promotions, quality marketing campaigns and improving the appearance of empty shops.

Key Decision: Yes

Background Papers: None

Officer to contact
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 Head of Leisure and Culture
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 Sylvia.wright@charnwood.gov.ukl

Part B

Background

1. BIDs are business led partnerships which are created following a ballot of businesses in the BID area in order to deliver additional services to local businesses usually over a five-year period. They can be a powerful tool for bringing the business community and local authorities to work together to improve the local trading environment.

2. BID is a defined area in which a levy is charged on all non – domestic ratepayers in addition to the non – domestic rates bill. A BID can only be established, and a levy charged following approval of a proposals setting out what the BID will deliver, via a ballot of the businesses liable to pay the levy. The levy is used to deliver a business plan developed to benefit the businesses in the local area. The business plan should include services that are additional or improvements to the services provided by the local authority.

3. The Government is supportive of BIDs and wants to see more created to help deliver improvements and give businesses a stronger voice in shaping their local area.

Loughborough BID

4. The Loughborough BID Company Ltd, which uses the name “Love Loughborough”, was established in February 2012 after holding a ballot in 2011. The BID is run by the Loughborough BID Company Limited (Company No. 07994016). It has a Board of Directors comprising of 19 BID levy payers, 2 Borough Council members, 1 County Council member and 5 co-opted members. It is governed by a Memorandum and Articles of Association and it publishes annual accounts which are independently audited. It holds an Annual General Meeting.

5. The BID was successful in securing a second term in 2016. In consultation with its stakeholders and Board members “Love Loughborough” has confirmed that it wishes to operate after 2022 and now intends to ballot businesses in the BID area in September 2021.

6. The BID has been successful in bringing partners together to assist with the economic regeneration in Loughborough and improving the prospects of the Town Centre. The annual levy raises a total of circa £230,000 each year to spend on business led projects.

7. At the start of this year and the COVID 19 pandemic it was extremely doubtful if the BID would survive due to businesses not being able to pay the BID levy. The Council provided the following support at the outset of the pandemic:

- The Council waived the collection of the BID Levy fee circa £19,000.
- Supported the BID by providing an office space to allow the BID to give notice on its existing lease.

8. The BID has proved to be resilient to the impact of the pandemic by adapting to the needs of the BID businesses and to date has managed to collect over 87% of the BID levy totalling £200,000.

9. At an early stage to the pandemic the BID board met to agree a change in the published business plan in order to support businesses in the BID area throughout the pandemic. The support provided can be summarised in appendix 1.

Council and BID Responsibilities.

10. The Council has a role to play when responding to a BID proposal in line with BID legislation as a billing authority, as a landowner, occupier in the BID area and as a ballot holder. All the Council's responsibilities have been considered and are documented within this report with delegated arrangements outlined to support this work within the required timelines supported by the Cabinet recommendations.

11. The responsibilities for a local authority in enabling the establishment and successful operation of a BID can be summarised under the following headings:

- Being familiar with BID Regulations
- Rating holder list
- Service Provider – for provision of statement of existing baseline services
- Collection of the BID Levy
- Ballot Holder – for provision of Ballot Services
- Sign off the BID proposal
- Notification of Ballot Outcome
- Declaring a Ballot Void
- Termination Procedures.

12. BID responsibilities - there are key steps that must be completed before a BID proposal is ready for being put to a ballot. The BID is required to develop a BID proposal and submit this to the local authority, along with a business plan. The proposal should set out who is liable for the levy, the amount of the levy to be collected and how it is calculated. The BID proposal is legally binding, but the business plan can be changed. The timetable set out in this report has been developed with the BID. The Council will need to sign off the BID proposal and engage with the BID, who are responsible for the production of the following items listed below:

- The BID proposal and business plan
- The services undertaken by the BID as an addition to those provided by the local authority
- The baseline agreements with the local authority
- Establish, confirm the BID body and agree the constitution
- Decide on the area of the BID
- Determine who pays the levy
- Determine the levy to be collected
- Collection of the levy
- Put in place a local marketing and communication drive to engage and inform local businesses

13. There are also important dates that are required to be met, for example legislation requires the BID proposer to send notice of their intention to put the proposals to a ballot to both the Secretary of State and the local authority at least 84 days before formally asking the ballot holder (the local authority) to arrange the ballot. The local

authority must ensure a notice of ballot is published at least 42 days prior to the day of the ballot.

Ballot

14. The BID has requested financial support to put in place arrangements to effectively engage with local businesses that are likely to be affected by the proposal and become liable to pay the levy.

15. Businesses affected should have the opportunity to be engaged in the development of a proposal and give their views on a proposal to assist with the final proposal.

16. There are 2 sets of documents prepared for the ballot – firstly the document created and issued in accordance with the Regulations; and secondly the campaign and canvassing documents produced by the BID proposer.

17. The £25,000 of proposed Council funding can be broken down into 3 elements:

- Commissioning an external company to put in place a robust process of consultation to develop the proposal in accordance with the regulations and a business plan to take to ballot, this will be in the region of circa £15,000.
- Design and print of campaign and canvassing documents including achievements fact sheet, Survey, Newsletters, Business Plan, posters, and postcards estimated at £7,500.
- Cost of the ballot process which includes all statutory documents, arrangements letter, ballot notification and vote paper plus all design print and postage, estimated at £2,500.

18. This gives a total cost of £25,000 and, as this is a one-off cost for which no budget is available, it is proposed to fund this using the reinvestment reserve

19. This does not take into account the BID management support costs. The BID will oversee the projects and liaise with all businesses over a 6-month period. This cost is estimated to be £20,000 and is covered as a match funding element by the BID.

20. Businesses that will be subject to the levy, (as set out in the BID Proposal) vote in a postal ballot. The ballot is managed by the local authority or someone appointed by them. A successful vote is one that has a majority both in vote's case and in the rateable value of votes cast and each business entitled to vote in a BID ballot is allowed one vote in respect of each property occupied or if unoccupied owned by them in the geographical area of the BID.

21. The cost of the ballot is based on the number of businesses included within the BID area.

22. The local authority is responsible for drawing up the final list of voters. They will use the list prepared by the BID proposal, having validated a proportion of the entries to ensure their accuracy. As well as the ballot paper the ballot holder must be sent a ballot statement which is an impartial and factual document proving an explanation of the BID arrangements and the ballot procedures. Papers must be sent to voters at least 28 days before the last day of the ballot.

Baseline services

23. The Baseline Agreement is used to set out existing levels of service provision provided by the local authority and other public agencies enabling a BID to demonstrate the additionally it will provide over the term of the BID.

24. Base line information is required to be signed off by the Council and included in the BID proposal therefore the deadline for the production of this information has been included in the BID timetable.

25. The recommendation to delegate the authority to Strategic Directors will help to eliminate any risk of not meeting the required deadlines and the production of Ballot Material in line with the Regulations.

Operating agreement

26. The Council is required to manage the collection and enforcement of the BID levy. This requirement is usually delivered under an Operating Agreement. It is best practice for the BID proposer to have drawn up an Operating Agreement with the Council to agree the terms of reference, means of enforcement and the practicalities for the collection of the BID levy, before

Appendices

Summary of BID activity during COVID19 pandemic.

LOVE LOUGHBOROUGH BID COVID SUPPORT FOR BUSINESSES

The Team at Love Loughborough BID have been reactive and proactive with its support for businesses throughout the pandemic, diversifying projects and initiatives quickly, learning new skills and becoming the point of call for the latest COVID guidance and updates.

Love Loughborough BID is a small team of dedicated individuals who have supported its members 24/7 throughout the pandemic, initially with very little resources or financial support. However, through the support of the team, businesses were able to access grants and funding and were willing to pay their levy with 87% of the levy collected to date.

Here is some of the support the Love Loughborough Team have provided:

- Advice on grant funding and business support through daily eblasts, website and social media channels, including a step by step guide to complete grant application forms.
- Suite of Trading Safety Leaflets to help businesses Manage Customers and Safeguard Employees. These were hand delivered to every Loughborough BID member and can also be downloaded at <https://loveloughborough.co.uk/love-bid/guidance-booklets/>
- A dedicated web page to Coronavirus via its website:
<https://loveloughborough.co.uk/love-bid/coronavirus/>
- Bulk purchase of PPE Equipment (hand sanitizer, face visors & counter guards) to sell back to members at low cost trade prices <https://loveloughborough.co.uk/love-bid/ppe-orders/>
- Free Social Distancing Floor stickers or [artwork](#)
- Access to Free outdoor social distancing markings and assistance with queue management
- Lockdown Challenge competitions with over £600 of Love Loughborough Gift Vouchers as prizes to encourage shoppers back to the town centre
- [Digital trails](#) through our [LoyalFree App](#) which includes:
 - Home delivery & takeaways
 - Eat Out to Help Out
 - Gift Voucher Trail

- Launch of a FREE e-commerce site 'shop.loveloughborough.co.uk to enable businesses to trade online
- Launch of local Gift Voucher sales through shop.loveloughborough to keep spend local
- Launch of #ShopLocal #ShopSafe #ShopLoughborough in partnership with Charnwood Borough Copuncil
- Retail Radio and direct access to CCTV throughout Lockdown and Tier periods
- Weekly updates from Police patrols to ensure closed properties were safe
- Recycling collections throughout the period.
- Love Loughborough Ambassador available for any covid compliance issues and crime and safety issues
- A key partner on the Night-Time Economy (NTE) Recovery Partnership and the Loughborough Central Delivery Group (LCDG)
- Partnership working with Charnwood Borough Council on the COVID Economic Recovery Plan
- Free posters to establishments needing customers to wear masks.
- Provide a live footfall monitor to enable visitors to see how busy areas of the town are before visiting.
- Over 1400m of Christmas Icicle lighting for shop fronts and festive lighting on High Street
- Robust marketing campaign for #shoplocal including advertising, media, social media and direct mail promotions.

We have consistently monitored footfall to ensure the town centre has been a safe place to visit and to balance the encouragement of shoppers back to the town in safe measures.

We have also submitted a £5million project application as part of the £25 million Loughborough Town Fund to make significant improvements to Loughborough Town centre within the next 2 to 5 years <https://www.loughboroughtowndeal.co.uk/>

Our small team have been working flat out to support Loughborough's businesses delivering support, advice and campaigns to ensure Loughborough survives this pandemic.

Lisa Brown

Love Loughborough BID Manager

Lisa@loveloughborough.co.uk

Tel: 01509 278210

Love Loughborough BID Team:

Kelly Hill, BID Co-Ordinator – For all your social media promotions, Loyalfree offers & trails, website listing, recycling enquiries and general business support & promotion.

manager@loveloughborough.co.uk (Full Time)

Charlotte Havis, Digital Engagement Officer – For free digital support to help engage with customers and drive business profits through social media platforms, video, websites and digital marketing. charlotte@loveloughborough.co.uk (Part Time)

Celine Patel, Ambassador – For immediate response to business crime & safety issues, retail radio, pubwatch radio, CCTV and on the ground business concerns.

Ambassador@loveloughborough.co.uk (Full Time)

SCRUTINY COMMISSION – 11TH JANUARY 2021

Report of the Cabinet

ITEM 9 SCRUTINY COMMISSION PRE-DECISION SCRUTINY – CABINET RESPONSE

Purpose of Report

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

Action Requested

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

Policy Context

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

Pre-decision Scrutiny

Since the meeting of the Commission on 7th December 2020, the Cabinet has considered the following items on which the Commission undertook pre-decision scrutiny:

- A. DISCRETIONARY PRIVATE SECTOR LICENSING SCHEME
- B. EQUALITY, DIVERSITY AND INCLUSION (EDI) STRATEGY 2020-2024
- C. EXEMPT – BEDFORD SQUARE GATEWAY PUBLIC REALM PROJECT

Details of the Commission’s consideration of the items as reported to the Cabinet on the 10th December 2020 can be found in the minutes from the Commission’s meeting on 7th December 2020.

The Chair of the Commission, Councillor Seaton, attended the Cabinet’s meeting on the 10th December 2020 to present the Commission’s reports to the Cabinet.

Cabinet Response

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

Discretionary Private Sector Licensing Scheme

The Cabinet adopted the officer recommendations as set out in the report, which the Commission had supported.

Equality, Diversity and Inclusion (EDI) Strategy 2020-2024

The Cabinet adopted the officer recommendations as set out in the report, which the Commission had supported.

EXEMPT – Bedford Square Gateway Public Realm Project

The Cabinet adopted the officer recommendations as set out in the exempt report, which the Commission had supported.

Report Implications

The following implications have been identified for this report:

Financial Implications

None.

Risk Management

No risks have been identified in connection with this report.

Background Papers: None

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SCRUTINY COMMISSION – 11TH JANUARY 2021

Report of the Head of Strategic Support

ITEM 11 SCRUTINY WORK PROGRAMME

Purpose of Report

To enable the Commission to review items from the paused Scrutiny Work Programme. This includes items for discussion highlighted by members of the Directorate-based Scrutiny Committees.

Actions Requested

1. To review the Scrutiny Committee Work Programmes and identify any items for discussion at the next meeting of the Scrutiny Commission.
2. To review the items previously selected from Scrutiny Committee Work Programmes.

Reasons

1&2. To ensure timely and effective scrutiny of the matter/subject.

Background

At its meeting on 12th October 2020, the Scrutiny Commission agreed that members of the suspended Directorate-based Scrutiny Committees should have an opportunity to participate in scrutiny before the reinstatement of the Committees, which would be reviewed in March 2021. In order to enable this, the Commission resolved that Members of the Directorate-based Scrutiny Committees can identify items for discussion from the respective Committee work programmes paused in April 2020. Members are able to communicate items to the Chair of the relevant Committee and the Chair and Vice Chair of the Scrutiny Commission. Identified items would then be considered by the Scrutiny Commission at the relevant meeting.

At the Scrutiny Commission meeting on 7th December 2020, the Commission added the following item to its work programme;

- i. Bulky Waste Collection Charges Review (Neighbourhoods and Community Wellbeing Scrutiny Committee Work Programme) – 11th January 2021.

Appendices:

Appendix 1 – Corporate Services Scrutiny Committee Work Programme

Appendix 2 – Housing, Planning, Regeneration and Regulatory Services Scrutiny Committee Work Programme

Appendix 3 – Neighbourhoods and Community
Wellbeing Scrutiny Committee Work Programme

Background Papers:

None

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Corporate Services Scrutiny Committee Work Programme

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
CS	Additional (Date TBC, likely May 2020)	Work Programme	To consider proposed revised work programme following review by Chair/Vice-chair.	To work towards efficient and effective approach to scrutiny, focused on priorities of the Council.	L. Strong/ Lead Officer	See CSSC Min 34, 04 Mar 2020. Additional meeting for this purpose only.
CS	07 July 2020 (standing item at every meeting)	Work Programme	To consider items for future meetings.	To allow the Committee to identify items for which scrutiny is required.	L. Strong/ Lead Officer	
CS	07 July 2020	Planning Fee Income 2019/20 – Revenue Impact	To consider revenue impact of forecast additional fee income not being realised in 2019/20.	To understand reasons for shortfall, that being contrary to previous assurances and rational of service restructure agreed April 2018.	R. Bennett	See CSSC Min 32.1, 04 Mar 2020.
CS	07 July 2020 (annual item)	Capital Monitoring including <u>Outturn</u>	Monitoring of position with the Council's Capital Plan.	To ensure progress to the Council's Capital Plan and its financing are satisfactory.	Lead Member/ L. Tansey	Outturn report considered at same time annually.

Corporate Services Scrutiny Committee Work Programme

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
CS	07 July 2020 (annual item)	Revenue Monitoring (General Fund and HRA) Outturn	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	Lead Member/ L. Tansey	Outturn report considered at same time annually.
CS	07 July 2020 (annual item)	Performance Information (Quarter 4 Report – Year End)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / S. Jackson	Quarter 4 Report considered at the same time annually.
CS	08 Sept 2020 (annual item)	Performance Information (Quarter 1 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / S. Jackson	Quarter 1 Report considered at the same time annually.
CS	08 Sept 2020 (Period 4 - annual item)	Revenue Monitoring (General Fund and HRA)	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	Lead Member/ L. Tansey	Three reports to be considered through the year. Reports to be considered at the same time annually.

Corporate Services Scrutiny Committee Work Programme

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
CS	08 Sept 2020 (annual item)	Capital Monitoring	Monitoring of position with the Council's Capital Plan.	To ensure progress to the Council's Capital Plan and its financing are satisfactory.	Lead Member/ L. Tansey	See CSSC Min 34.1, 04 March 2020. Monitoring report at each quarterly meeting.
CS	01 Dec 2020 (annual item)	Performance Information (Quarter 2 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / S. Jackson	Quarter 2 Report considered at the same time annually.
CS	01 Dec 2020 (Period 7 - annual item)	Revenue Monitoring (General Fund and HRA)	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	Lead Member/ L. Tansey	Three reports to be considered through the year. Reports to be considered at the same time annually.
CS	01 Dec 2020 (annual item)	Capital Monitoring	Monitoring of position with the Council's Capital Plan.	To ensure progress to the Council's Capital Plan and its financing are satisfactory.	Lead Member/ L. Tansey	See CSSC Min 34.1, 04 March 2020. Monitoring report at each quarterly meeting.
CS	Feb/Mar 2021 (annual item)	Performance Information (Quarter 3 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / S. Jackson	Quarter 3 Report considered at the same time annually.

Corporate Services Scrutiny Committee Work Programme

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
CS	Feb/Mar 2021 (Period 9 - annual item)	Revenue Monitoring (General Fund and HRA)	Monitoring of Council's revenue position.	To compare actual income and expenditure against budget, find out why variances have occurred and, where necessary, ensure corrective actions are in place.	Lead Member/ L. Tansey	Three reports to be considered through the year. Reports to be considered at the same time annually.
CS	Feb/Mar 2021 (annual item)	Capital Monitoring	Monitoring of position with the Council's Capital Plan.	To ensure progress to the Council's Capital Plan and its financing are satisfactory.	Lead Member/ L. Tansey	See CSSC Min 34.1, 04 March 2020. Monitoring Report at each quarterly meeting.

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

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

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
HPRRS	23 June 2020	Decent Homes Contract Update	To provide the Committee with an update on the progress of the Council's Decent Homes Contract with Fortem.	To ensure targets are being met and to identify any areas of concern.	Lead Member/ P. Oliver	Requested by the Chair and Vice Chair following the December meeting.

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

HPRRS	23 June 2020 (annual item)	Full Performance Information (Quarter 4 Report – Year End)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives. To also include reports on any anti- social or	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Item amended by SC at its meeting on 3 rd June 2019. Quarter 4 Report considered at the same time annually.
HPRRS	15 Sep 2020 (annual item)	Full Performance Information (Quarter 1 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives. To also include reports on any anti-	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Item amended by SC at its meeting on 3 rd June 2019. Quarter 1 Report considered at the same time annually.
HPRRS	15 Sep 2020 (annual item)	Climate Change Strategy Action Plan	Monitoring of the Climate Change Strategy Action Plan.	Monitoring of progress on Action Plan.	Lead Member / M. French / C. Clarke	Amended by SC at its meeting on 3 rd June 2019: report to be reviewed by the Committee and possibly deleted after its meeting if no longer relevant.
HPRRS	08 December 2020 (annual item)	Full Performance Information (Quarter 2 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives. To also include reports on any anti- social or housing repairs complaints	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Item amended by SC at its meeting on 3 rd June 2019. Quarter 3 Report considered at the same time annually.
HPRRS	03 March 2021 (annual item)	Full Performance Information (Quarter 3 Report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives. To also include reports on any anti- social or housing repairs	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members & Heads of Service / A. Ward & H. Gretton	Item amended by SC at its meeting on 3 rd June 2019. Quarter 3 Report considered at the same time annually.
HPRRS	To be scheduled as required (ongoing item)	Five Year Housing Land Supply	If the Council's housing land supply falls below 5.5 years, a quarterly report to be provided and the Lead Member to attend to explain what actions are in place to return the five-year housing supply to a	To ensure that, when necessary, the figures are scrutinised on a regular basis and any actions can be identified if required.	Lead Member / R. Bennett	Agreed by SMB on 24 October 2018 (min 25.3) in response to a recommendation by the Five-Year Housing Land Supply Scrutiny Panel.

Neighbourhoods and Community Wellbeing Scrutiny Committee Work Programme

Committee	Meeting Date	Issue	Scope of Item / Terms of	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
NCW	30 June 2020 (standing item at every meeting)	Work Programme	To consider items for future meetings	To allow Committee to identify items for which scrutiny is required	N Conway / Lead Officer	
NCW	30 June 2020	Performance Information (Quarter 4 report – Year End)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members / Heads of Service	Quarter 4 Report considered at the same time annually.
NCW	30 June 2020	Bulky Waste Collection Charges	To review the introduction (in October 2019) of charges for all bulky waste collections.	6 monthly review was requested by Cabinet at its meeting in July 2019 to enable how the charge is operating in practice to be assessed	Lead Member / M Bradford	Added to work programme at its meeting on 26 Nov 2020
NCW	30 June 2020	Charnwood Lottery	To review the performance of the Lottery after the initial six monthly review in July 2019. To include information distinguishing between number of players and number of tickets sold.	To scrutinise the Charnwood Lottery once its been implemented to monitor performance and ability to provide money for good causes.	Lead Member / J Robinson	Reviewed at its meeting in July 2019. Added to work programme on 26 Nov 2019
NCW	02 Sept 2020	Performance Information (Quarter 1 report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members / Heads of Service	Quarter 1 Report considered at the same time annually.
NCW	02 Sep 2020 (six-monthly update)	Community Safety Partnership	To review the work of the Community Safety Partnership on a six- monthly basis, to enable any issues to be identified for further scrutiny by the appropriate scrutiny body and to enable incidences of violent crime to be monitored.	To ensure effective scrutiny of the work of the Community Safety Partnership	CSP Chair / J Robinson / T McCabe	
NCW	15 Dec 2020	Performance Information (Quarter 2 report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members / Heads of Service	Quarter 2 Report considered at the same time annually.

Neighbourhoods and Community Wellbeing Scrutiny Committee Work Programme

Committee	Meeting Date	Issue	Scope of Item / Terms of	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
NCW	March 2021	Performance Information (Quarter 3 report)	Monitoring of Performance Indicator information and Corporate Plan Objectives and Initiatives.	To ensure targets and objectives are being met. To identify areas where performance might be improved.	Relevant Lead Members / Heads of Service	Quarter 3 Report considered at the same time annually.
NCW	March 2021 (six-monthly update)	Community Safety Partnership	To review the work of the Community Safety Partnership on a six- monthly basis, to enable any issues to be identified for further scrutiny by the appropriate scrutiny body and to enable incidences of violent crime to be monitored.	To ensure effective scrutiny of the work of the Community Safety Partnership	CSP Chair / J Robinson / T McCabe	

<i>REPORT TO:</i>	Scrutiny Commission
<i>SUBJECT:</i>	Review of the Introduction of Charges for Bulky Waste Collections
<i>LEAD OFFICER:</i>	Matthew Bradford – Head of Cleansing and Open Spaces
<i>CABINET LEAD MEMBER:</i>	Cllr Leigh Harper-Davies - Cabinet Lead Member for Community Support and Equalities
<i>ORIGIN OF ITEM:</i>	Request from the Scrutiny Commission
<i>BRIEF FOR THE COMMITTEE</i>	To consider the matters contained within the report.

1. EXECUTIVE SUMMARY

1.1. Charges for bulky waste collections were introduced in October 2019 (Cabinet approval – July 2019).

1.2. A Cabinet paper in June 2020 reviewed the implementation phase of these charges during the first 5 months.

1.3. The charge for a bulky waste collection is £20 for up to 3 items.

2. PURPOSE

2.1. To further review the risks and benefits from the introduction of Bulky Waste collection charges 12 months after their implementation.

2.2. To discuss the impact COVID 19 had in this service, along with the mitigation measures.

3. Risk management and mitigation measures

In the original report there were three identified areas of risk. This section will provide information on how each of them was mitigated.

3.1. *Potential increase in fly-tipping:*

A comparison of the same 12 months (October-September) in the immediate years before and after the introduction of the charges showed an overall increase (10%) in the number of incidents (900 compared to 988). However, this increase was mainly identified in items not collected as part of the bulky waste service, such as garden waste and black bags of household waste.

In categories included in the bulky waste collections, like white goods and electrical items, a small decline was found in the number of reported incidents in 2019/20 (82 compared to 79).

3.2. Managing increased demand leading up to the introduction of charges:

This risk was adequately managed in cooperation with the Council's collections contractor. Additional resources were deployed where necessary. No issues or complaints were received as a result.

3.3. Customer satisfaction:

Customer satisfaction surveys are carried out by an independent body as part of the Environmental Services Key Performance Indicators (KPIs). One of the questions is focused to satisfaction from bulky waste collections. It was found that the annual average score in the surveys carried out the year before the introduction of the charges was 92.9% compared to the one carried out in November 2020 that was 84.4%. This is an area that we will keep looking into. It is worth clarifying that any dissatisfaction was associated with the introduction of charges and not the service standard.

3.4. Equality and Diversity

The Council continues to assess requests for exceptional hardship on a case by case basis. Since the introduction of the charges 70 applications for the charges to be waived have been received and in 22 cases this has been granted.

4. Benefit realisation

4.1. Less waste sent to landfill

After analysing the collected tonnages for the same period (October – September) for the year before and after the introduction of the charges, it was found that there was an overall increase of approximately 7%. This is in line with the 10% increase in volume that has been identified as a result of COVID 19 and is related with people spending more time at home and thus generating more household waste. This is an area that can be revisited once the numbers normalise and there is a like for like comparison.

4.2. Contract compliance:

As stated in the original report, the existing Environmental Services contract is based on 12,000 collections per year. The reduction in the number of requests ensures that the Council complies with this figure and diminishes the risk of incurring any extra charges in the form of contract variation.

4.3. Income generation:

The income generated from the introduction of these charges will allow the Council to offset part of the costs for subsidising this service as part of the Environmental Services contract. The first full year generated more than £135,000. This figure cannot be used for any future forecasting purposes as it was heavily skewed by the prolonged closure of the Household Waste Recycling Centres (HWRCs) during the spring and part of the summer of 2020. The Council also had to suspend this service for a few weeks during March to ensure resources were prioritised towards the most critical collection of refuse and recycling across the Borough.

5. The COVID 19 factor

5.1. As already mentioned, the pandemic has had an impact on this service. The closure of the HWRCs for 3 months might have generated some additional interest as residents did not have the option to dispose these items by themselves. At the same time the suspension of the service by the Council might have had a negative impact over a short period of time.

5.2. Continuous monitoring of the aforementioned, as well as any emerging, factors would allow the Council to amend the service in order to meet residents' requirements.

Appendices: None

Background Papers: None

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SCRUTINY COMMISSION – 11TH JANUARY 2021

Report of the Head of Strategic Support

ITEM 12 SCRUTINY COMMISSION WORK PROGRAMME

Purpose of Report

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

Work Programme

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

At its meeting on 12th October 2020 the Commission resolved to review the temporary arrangements at its meeting on 8th March 2020.

As a result, the Commission's Work Programme would focus on the following in the interim period:

- Updates on the Council's recovery cells; economic recovery and community recovery,
- A strengthened relationship between the Scrutiny Commission and the Audit Committee (a meeting was scheduled between the Chair of the Scrutiny Commission and the Chair of the Audit Committee on 9th November 2020),
- The use of 'Questions under Scrutiny Committee Procedure 11.16' as set out in the Constitution.
- The ordinary pre-decision scrutiny of scheduled Cabinet items.

At its meeting on 7th December 2020, the Commission did not make any changes to its work programme. However since that date, the following has been agreed by the Chair;

- i. At the Scrutiny Commission meeting on 14th September 2020, the Commission requested a Commercialisation Update for the meeting on 11th January 2021, which was placed onto the work programme. However it has since been agreed that the Audit Committee would review commercial property acquisitions on a quarterly basis, meaning that they would not be required to come through the Scrutiny Commission. Therefore, the Commercialisation Update which was initially scheduled for the agenda for 11th January 2021 has been removed to avoid duplication of reporting.
- ii. The Scrutiny Commission was due to receive further Covid-19 Recovery Cell updates, focussing on community recovery in January 2021, and economic recovery in February 2021. However, it has since been highlighted by officers that there had not been notable actions within the recovery groups since they

were last reported on. Therefore, the Chair of the Scrutiny Commission agreed to pause the Recovery Cell Updates until there was sufficient action to report on.

Key Decisions

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

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

Appendices: Appendix 1 – Scrutiny Commission Work Programme

Appendix 2 – Notice of Key Decisions

Background Papers: None

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**SCRUTINY COMMISSION WORK PROGRAMME TEMPORARILY REVISED UNTIL 8 MARCH 2021
(Agreed Scrutiny Commission 12 October 2020, minute reference 60 2020/21)**

Responsible Body	Meeting Date	Issue	Scope of Item / Terms of Reference	Reason for Scrutiny	Invitees / Officers	Progress / Notes / Action Requested
Scrutiny Commission	11 January 2021 (standard item)	Questions under Scrutiny Committee Procedure 11.16	In response to the CfGS guidance to scrutiny during the Covid-19 pandemic, this existing function will be promoted to encourage public participation.			Agreed Scrutiny Commission 1 June 2020, min ref 5 2020/21
Scrutiny Commission	11 January 2021 (if applicable, standing item)	Pre-decision scrutiny of any specific financial matters to be considered by Cabinet		To ensure pre-decision scrutiny of any out-turn reports, virements and in-year service pressures, particularly when they are related to additional costs arising from decisions by other agencies to reduce services.	K.Widdowson (report) Lead Officer (meeting)	Agreed by SMB 23 January 2019 (see minute 31.2) (supports recommendation of Budget Scrutiny Panel Jan 2019). To be identified from
Scrutiny Commission	11 January 2021 (standing item)	Cabinet items for pre- decision scrutiny		To allow identification of items from the latest Key Decisions Notice for pre- decision scrutiny by the Commission.	K.Widdowson (report) Lead Officer (meeting)	Items may also be determined by the Chair and Vice-chair in consultation with the Democratic Services Manager. Further items may also be added

Scrutiny Commission Work Programme

Scrutiny Commission	11 January 2021 (standing item)	Pre-decision scrutiny – Cabinet Response		To consider the response of Cabinet to recommendations by the Commission on pre- decision scrutiny items.	K.Widdowson (report) Lead Officer (meeting)	Scrutiny Commission
Scrutiny Commission	11 January 2021 (standing item)	Scrutiny Work Programme and Requests from Scrutiny Committees		To enable Directorate-based Scrutiny Committee members to highlight important items from the respective Scrutiny Committee work programmes currently paused.	Karen Widdowson	Agreed Scrutiny Commission 12 October 2020 min ref 60 2020/21
Scrutiny Commission	11 January 2021	Bulky Waste Collection Charges Review (Neighbourhoods and Community Wellbeing Scrutiny Committee Work Programme)		To review the introduction (in October 2019) of charges for bulky waste collections.	Matthew Bradford	Agreed Scrutiny Commission 7 December 2020 min ref 98 2020/21
Scrutiny Commission	11 January 2021	Budget Scrutiny Panel Report		A report of the Budget Scrutiny Panel following its scrutiny of the Council's draft budget for 2021/22.	Councillor Hadji-Nikolou	

Scrutiny Commission Work Programme

Scrutiny Commission	11 January 2021	Audit Committee Update	CfGS guidance to scrutiny during the Covid-19 pandemic recommends that the relationship between scrutiny and audit be strengthened. Following the Annual Council appointments this matter will be reviewed and a report setting out the approach will be produced.			Agreed Scrutiny Commission 1 June 2020, min ref 5 2020/21
Scrutiny Commission	8 March 2021	Review of Temporary Scrutiny Structure and proposals for revised Directorate-based Scrutiny Committees.	To review the impact of the pandemic on scrutiny and to decide whether the suspension of panel work and directorate based committees should remain. Requirement for restructure of Directorate based Scrutiny Committees following restructure of SLT.		Karen Widdwson	Agreed Scrutiny Commission 12 October 2020, min ref 60 2020/21
Scrutiny Commission	6 April 2021	Draft Annual Scrutiny Report 2019-21 (annual item)	Draft Annual Scrutiny Report 2019-20 not received by the Commission due to Covid-19 implications. Report to represent two years as opposed to one.		Karen Widdowson	Agreed Scrutiny Commission 12 October 2020, min ref 67 2020/21

Scrutiny Commission Work Programme

Scrutiny Commission	To be programmed (Standing item)	Scrutiny Work Programme and Requests from Scrutiny Committees		<p>To review the Commission's Work Programme.</p> <p>To consider the Scrutiny Work Programme in its entirety to ensure the Commission's role in managing that programme is undertaken.</p> <p>To consider any requests from scrutiny committees that items be added to the work programme which are not within their own remit or that scrutiny panels be established.</p>	<p>K.Widdowson (report)</p> <p>Lead Officer (meeting)</p>	
Scrutiny Commission	To be programmed (standing item)	Progress with Panel Work		To review progress with Scrutiny Panels.	K Widdowson	
Scrutiny Commission	To be programmed	Children and Families Wellbeing Service Update	To provide an update of the service at Leicestershire County Council which was reviewed by the Neighbourhoods and Community Wellbeing Scrutiny Committee on 10 March 2020.			Agreed Scrutiny Commission 1 June 2020, min ref 10
Scrutiny Commission	To be programmed	Air Quality Review and Assessment Report 2019		Update on the Council's Air Quality Plan for 2019.	Alan Twells and Lead Officer	Item deferred from 9 March 2020 at the Scrutiny Commission meeting on 10 February 2020. Deferred from 1 June 2020 following consultation with Chair and Vice Chair. Chair and Vice Chair agreed further

Scrutiny Commission Work Programme

Scrutiny Commission	To be programmed (Quarterly)	Scrutiny Tracker		Allow the Commission to review the Scrutiny Tracker	Democratic Services Manager	Agreed by the Commission at its meeting on 13th January 2020.
Scrutiny Commission	February 2021 (annual item)	Corporate Delivery Plan 2021/22		Consideration of draft plan to ensure scrutiny input. Plan due to be considered by and agreed by Cabinet in March 2021.	Leader/ R.Mitchell/S. Kinder	<i>*Short timescale between committee and Cabinet consideration.</i>

Formal Scrutiny Panels

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

Scrutiny panels currently suspended until 8 March 2021 (agreed Scrutiny Commission 12 October 2020, minute reference 60 2020/21).



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

**Published
16th December 2020**

What is a Key Decision?

A key decision is one which:

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

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

What is a Private Meeting?

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

Representations

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

Other information

This document supersedes all previous Forward Plans.

If you have any general queries, please contact:

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FORTHCOMING EXECUTIVE KEY DECISIONS

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Purchase of Additional Rental Property	To complete the purchase of a property in Loughborough for use as an additional HRA rental property.	Officer Delegated Decision	23rd December 2020	Delegated Decision Document	No. Delegated Decision Document will be publicly available.	Alison Simmons Head of Strategic and Private Sector Housing Tel: 01509 634780 alison.simmons@charnwood.gov.uk
Section 106 Monies to Leicestershire Police	To approve payment of Section 106 monies received as a contribution towards the provision of providing, extending or adapting premises to support policing purposes to Leicestershire Police to provide a front enquiry desk at Loughborough Police Station Centre.	Officer Delegated Decision	14th January 2021	Delegated Decision Document	No. Delegated Decision Document will be publicly available.	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Sale of Land – Cemetery Road, Sileby	To approve the sale of Council-owned land for a capital receipt.	Cabinet	14th January 2021	Report	No	Justin Henry Strategic Director – Commercial Development Tel: justin.henry@charnwood.gov.uk
Loughborough BID Third Term	To allocate funding up to £25k from the Reinvestment Reserve to meet the cost of consultation prior to the BID ballot and the ballot itself.	Cabinet	14th January 2021	Report	Yes	Sylvia Wright Head of Leisure and Culture Tel: 01509 634658 sylvia.wright@charnwood.gov.uk
Enterprise Zone Forward Funding – Loughborough University Science and Enterprise Park	To give specific approval to enter into a loan that will facilitate a grant of ~£6m to LUSEP for development of its EZ site.	Cabinet	11th February 2020	Report	Yes	Simon Jackson Strategic Director of Corporate Services Tel: 01509 634699 simon.jackson@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Capital Strategy, Treasury Management Strategy Statement, Minimum Revenue Provision Policy and Annual Investment Strategy 2021-22	To seek approval to a Capital Strategy, Treasury Management Strategy Statement, Annual Investment Strategy and Minimum Revenue Provision Policy for 2021-22 and the annual report on the Prudential Code, for recommendation to Council.	Cabinet Council	11th February 2021 22nd February 2021	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
2021-22 General Fund and HRA Revenue Budgets and Council Tax	To seek approval to the Revenue Budget, Capital Plan, Financial Plan for 2021-22 and to propose the Council Tax for approval by Council.	Cabinet Council	11th February 2021 22nd February 2021	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
ICT Strategy 2021-24	To approve the ICT Strategy 2021-24.	Cabinet	11th March 2021	Report	Yes	Karey Barnshaw Head of Customer Experience Tel: 01509 634923 karey.barnshaw@charnwood.gov.uk
Charnwood Local Plan Pre-submission Consultation and Submission	To recommend to Council: that the draft plan be approved for pre-submission consultation, that following the consultation the draft plan be submitted to the Secretary of State for examination, that officers be given various delegated powers to undertake the consultation, submission and examination.	Cabinet Council	11th March 2021 29th March 2021 (additional)	Report	Yes	Richard Bennett Head of Planning and Regeneration Tel: 01509 634763 richard.bennett@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet Council	11th March 2021 26th April 2021	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Annual Procurement Plan 2021/22	To seek approval to the Annual Procurement Plan for 2021/22.	Cabinet	11th March 2021	Report	Yes	Justin Henry Strategic Director – Commercial Development Tel: justin.henry@charnwood.gov.uk
Housing Capital Programme	To approve the annual investment programme for improvements to the Council's housing stock.	Cabinet	11th March 2021	Report	Yes	Peter Oliver Head of Landlord Services Tel: 01509 634952 peter.oliver@charnwood.gov.uk
Local Development Scheme	To approve a revised Local Development Scheme (LDS) so that the programme for the preparation of planning documents for Charnwood is agreed.	Cabinet	11th March 2021	Report	Yes	Richard Bennett Head of Planning and Regeneration Tel: 01509 634763 richard.bennett@charnwood.gov.uk
Corporate Delivery Plan 2021/22	To set out the Council's principal activities in delivering the Corporate Strategy for the Council Year 2021/22.	Cabinet	11th March 2021	Report	Yes	Adrian Ward Head of Strategic Support Tel: 01509 634573 adrian.ward@charnwood.gov.uk
Charnwood Grants	To consider applications for revenue funding received in round one of the Community Facilities Capital Grants and Community Development Grant Schemes for 2021/22.	Cabinet	3rd June 2021	Report	Yes	Julie Robinson Head of Neighbourhood Services Tel: 01509 634590 julie.robinson@charnwood.gov.uk
Capital Plan Outturn 2020/21	To report the Council's capital expenditure results for 2020/21 subject to audit.	Cabinet	1st July 2021	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
General Fund and HRA Revenue Outturn Report (2020/21) and Carry Forward of Budgets	To report the Council's revenue expenditure results for 2020/21 subject to audit.	Cabinet	1st July 2021	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet Council	1st July 2021 6th September 2021	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Amendments to Annual Procurement Plan	To consider possible amendments to the Annual Procurement Plan.	Cabinet	1st July 2021	Report	Yes	Justin Henry Strategic Director – Commercial Development Tel: justin.henry@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet Council	16th September 2021 8th November 2021	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Amendments to Annual Procurement Plan	To consider possible amendments to the Annual Procurement Plan.	Cabinet	16th September 2021	Report	Yes	Justin Henry Strategic Director – Commercial Development Tel: justin.henry@charnwood.gov.uk
Medium Term Financial Strategy 2022-2025	To present a revised MTFs to Cabinet and Council for approval.	Cabinet Council	18th November 2021 17th January 2022	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Draft Capital Plan (2022-23 to 2024-25)	To seek approval to the draft Capital Plan for consultation.	Cabinet	9th December 2021	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Draft General Fund and HRA 2022-23 Budgets	To seek approval to the Draft Revenue Budget for 2022-23 as a basis for consultation.	Cabinet	9th December 2021	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Capital Plan Amendment Report	To consider and approve amendments to the Capital Plan.	Cabinet Council	9th December 2021 January 2022	Report	Yes	Lesley Tansey Head of Finance and Property Services Tel: 01509 634828 lesley.tansey@charnwood.gov.uk
Amendments to Annual Procurement Plan	To consider possible amendments to the Annual Procurement Plan.	Cabinet	9th December 2021	Report	Yes	Justin Henry Strategic Director – Commercial Development Tel: justin.henry@charnwood.gov.uk

EXECUTIVE MEETINGS TO BE HELD IN PRIVATE

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

Decision Item	What is the nature of decision to be taken?	Who will take the decision?	When is the earliest a decision will be taken?	Documents to be considered?	Will the report be considered in public?	Who can give me more information?
Sale of Land – Cemetery Road, Sileby	To approve the sale of Council-owned land for a capital receipt.	Cabinet	14th January 2021	Report	No	Justin Henry Strategic Director – Commercial Development Tel: justin.henry@charnwood.gov.uk

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

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

CABINET MEMBERS

Members of the Council's Cabinet are as follows:

Name (Group)	Lead Member Responsibilities
Councillor Morgan (Conservative)	Leader of the Council Strategic Relationships, Investments and Development, Regeneration, Communications and Inward Investment
Councillor Barkley (Conservative)	Deputy Leader of the Council Finance and Property Services
Councillor Bailey (Conservative)	Planning
Councillor Bokor (Conservative)	Loughborough
Councillor Harper-Davies (Conservative)	Community Support and Equalities
Councillor Mercer (Conservative)	Private Housing
Councillor Poland (Conservative)	Public Housing
Councillor Rattray (Conservative)	Business Support
Councillor Rollings (Conservative)	Transformation
Councillor Smidowicz (Conservative)	Strategic Support